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Ministry of Correctional Services



Report of the Minister

1981



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**Annual Report
Ministry of Correctional Services
Year ending March 31, 1981**



**The Honourable Nicholas G. Leluk
Minister**



**Archie Campbell, QC
Deputy Minister**

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The Honourable Nicholas G. Leluk
Minister of Correctional Services

Sir:

I am pleased to submit to you my report of the ministry's progress for the fiscal year ended March 31, 1981.

Sincerely,

A handwritten signature in dark ink, consisting of a stylized 'A', a stylized 'C', and the word 'Campbell' written in a cursive script.

Archie Campbell, QC
Deputy Minister

The Honourable John B. Aird, OC, QC, LLD
Lieutenant-Governor of the Province of Ontario
Legislative Building, Queen's Park
Toronto, Ontario

May It Please Your Honour:

I wish to present the Annual Report of the Ministry of Correctional Services for the year ending March 31, 1981.

After the period covered by this report, our Deputy Minister, Glenn R. Thompson, was appointed Deputy Minister of Energy. Mr. Thompson's long association with Correctional Services began in 1960 and through his dedication and loyalty became this ministry's Deputy Minister in 1975. His particular organizational and managerial skills have been instrumental in the development and implementation of our present community programs. As the first director of the temporary absence program, Mr. Thompson established its standards and guidelines. His introduction of planning models has given the ministry an excellent management system and has left our ministry with a rich legacy. We in the ministry all wish him well in his new endeavours and thank him for his many outstanding contributions to the field of corrections.

The ministry welcomes the appointment of Mr. Archie Campbell, QC, as our new Deputy Minister. Mr. Campbell is a lawyer and is a former Assistant Deputy Minister and Director of Policy and Planning and Intergovernmental Affairs with the Ministry of the Attorney General.

The progress outlined in this report is a direct result of the endeavours of staff at all levels within my ministry. As Minister, I wish to express my sincere appreciation to staff for their efforts on the ministry's behalf. I look forward to a long association with them and ask for their continued support as we strive to meet the needs of our correctional system.

Respectfully submitted,

A handwritten signature in black ink, reading "Nicholas Leluk". The signature is written in a cursive, flowing style with a large initial 'N'.

The Honourable Nicholas G. Leluk
Minister of Correctional Services

MINISTRY OF CORRECTIONAL SERVICES

GOAL STATEMENT

MINISTRY GOALS

- A. To provide custody and community supervision as directed by the courts and as provided for in federal and provincial legislation governing correctional services in Ontario.
- B. To provide information that will assist the courts in determining disposition.
- C. To create within institutions and community programs a positive climate in order that offenders become motivated towards positive personal and social adjustment.
- D. To make available to clients those program opportunities necessary to assist in making positive personal and social adjustment.
- E. To develop and provide programs for the prevention of crime.

PRINCIPLES

- 1. Wherever practical, correctional programs should be community-based.
- 2. The emphasis should be on helping offenders develop and maintain responsible and acceptable behavior within the community.
- 3. Correctional programs should apply that degree of control necessary to protect society, thus necessitating a continuum of programs with progressively increasing supervisory and structural controls.
- 4. Detainment in correctional facilities should be utilized for those persons whose criminal acts are substantially damaging to society and for whom the necessary controls are not available through any other source, or where a necessary deterrent impact cannot otherwise be achieved.
- 5. Correctional facilities should serve a custodial and deterrent function for those persons either clearly dangerous to the public or not sufficiently motivated for immediate return to the community.
- 6. Notwithstanding the above, all correctional programs and facilities should provide an environment and opportunities for positive personal and social adjustment.

7. Correctional programs should emphasize the offender's responsibility for reparation to the victim or payment of the debt to society, wherever practical, in order to serve a deterrent function and encourage responsible behavior.
8. It should be recognized that staff are the ministry's most valuable resource and that the effective utilization of human resources is the key to achieving ministry goals.

GOALS - JAILS AND DETENTION CENTRES

1. To protect society by holding, as efficiently as possible, remand and sentenced inmates in an environment providing high security.
2. To provide a humane environment for inmates as well as the necessary health and social services, and to provide program opportunities to assist them in making positive personal and social adjustment.
3. To provide effective assessment and classification of inmates to ensure inmate assignment to appropriate institutions or programs.
4. To keep inmates productively employed or occupied, wherever possible, during incarceration.
5. To encourage and develop community-based work programs.

GOALS - LONGER STAY INSTITUTIONS

1. To protect society by holding, as efficiently as possible, inmates serving sentences under provincial jurisdiction.
2. To provide a humane living environment for inmates, with the necessary health and social services, and to provide program opportunities to assist in making positive personal and social adjustment.
3. To keep inmates productively employed or occupied during incarceration.
4. To encourage and develop community-based work programs.
5. To provide regular re-assessment of the classification of an inmate to ensure inmate assignment to appropriate institutions or programs.

GOALS - PROBATION AND PAROLE SERVICES

1. To supervise persons on probation or parole to ensure that conditions of probation and parole are met.
2. To provide presentence and pre-parole reports as requested by the courts and the Ontario Board of Parole.
3. To promote programs for selected probationers and parolees that will assist them in adopting socially acceptable behavior and in learning basic life skills.

GOALS - COMMUNITY ALTERNATIVES TO INCARCERATION

1. To operate a system of parole as provided for in federal and provincial legislation.
2. To promote development of privately and publicly operated community alternatives to incarceration for suitable offenders.

GOALS - CRIME PREVENTION

1. To work with other criminal justice agencies in promoting, developing and participating in crime prevention programs.
2. To facilitate the participation of both individual citizens and the community at large in the criminal justice system.
3. To develop programs designed to assist in the process of the offender's reparation to the victims of criminal acts, and to promote 'victim justice' throughout the criminal justice system.

Ministry Boards

ONTARIO BOARD OF PAROLE

Ms. D. M. Clark
Chairman

West-Central Regional Board

J. S. Morrison
Vice-Chairman

R. E. Fox
Part-time Member

Mrs. Velta Brumelis
Acting Full-time Member

F. V. Johnston
Part-time Member

East-Central Regional Board

H. M. Hooper
Vice-Chairman

G. G. McFarlane
Acting Part-time Member

Mrs. K. H. Freely
Full-time Member

Mrs. P. E. Whiteford
Part-time Member

D. W. Murphy
Full-time Member

Sir R. S. Williams, KSS
Part-time Member

C. L. Dawson
Part-time Member

Western Regional Board

D. E. Nokes
Vice-Chairman

Wally Hetherington
Part-time Member

Mrs. M. E. Nicholson
Full-time Member

Mrs. B. M. McLean
Part-time Member

Vernon Sherk
Full-time Member

Mrs. A. E. Murray
Part-time Member

G. M. Fellows
Part-time Member

E. A. O'Neill
Part-time Member

Eastern Regional Board

G. P. Whitehead
Vice-Chairman

Mrs. Alixe Lillico
Part-time Member

J. E. Fraser
Full-time Member

D. C. Mason
Part-time Member

ONTARIO BOARD OF PAROLE - continued

R. R. Beriault
Part-time Member

J. H. Metcalfe
Part-time Member

C. W. Chitty
Part-time Member

Northern Regional Board

D. B. Griggs
Vice-Chairman

Mrs. Edith McLeod
Part-time Member

F. E. Grandbois
Full-time Member

Mrs. E. J. Meakes
Part-time Member

Mrs. L. B. Beauchamp
Part-time Member

Mrs. Marlene Pierre-Aggamaway
Part-time Member

Mrs. E. M. Bradley
Part-time Member

Mrs. Carmel Saumur
Part-time Member

Leo Del Villano
Part-time Member

MINISTER'S ADVISORY COUNCIL FOR THE TREATMENT OF THE OFFENDER

The members of this committee, drawn from the legal, medical, teaching and other professions, advise the minister on the application of current correctional philosophy to specific aspects of ministry programs.

W. J. Eastaugh, BA, BSW, MEd
Chairman

Prof. H. R. S. Ryan, QC

M. H. Harris, QC, BPHE, BA

Lloyd Shier

Mrs. Rene Hogarth

Dr. L. P. Solursh,
MD, DPsych, FRCP (C)

Rev. J. M. Kelly, CSB, PhD
LL.D

Mrs. Katherine Stewart,
BA, BEd, LL.D

**Legislation Administered by
the Ministry of Correctional Services**

The Ministry of Correctional Services Act, 1978
(covers probation, institutions, and parole)

The Ministry

INTRODUCTION

The ministry of correctional services is responsible for all persons in Ontario 16 years of age and over who are placed on probation or remanded in custody for trial or sentence. Offenders receiving a prison term of less than two years remain the responsibility of the ministry; those offenders receiving sentences of two years or more are transferred to the federal institutions operated by Correctional Service Canada (CSC).

The over-all goal of this ministry is to protect the public while at the same time assist and encourage offenders to develop and maintain responsible and acceptable behavior within the community.

To this end, many different programs are employed: within institutions, life skills, academic and trades training, work experience, and counseling programs; within the community programs division, employment training, community service order projects, pretrial services, and community resource centres (halfway houses).

The goal statement of the ministry and details of activities within the various components illustrated in the organization chart can be found throughout the following pages.

In the fiscal year 1980-81 the ministry supervised, directly or indirectly, 128,000 court referrals. The operating budget was \$157 million, and the total number of staff was 5,432, including part-time and temporary staff and teachers.

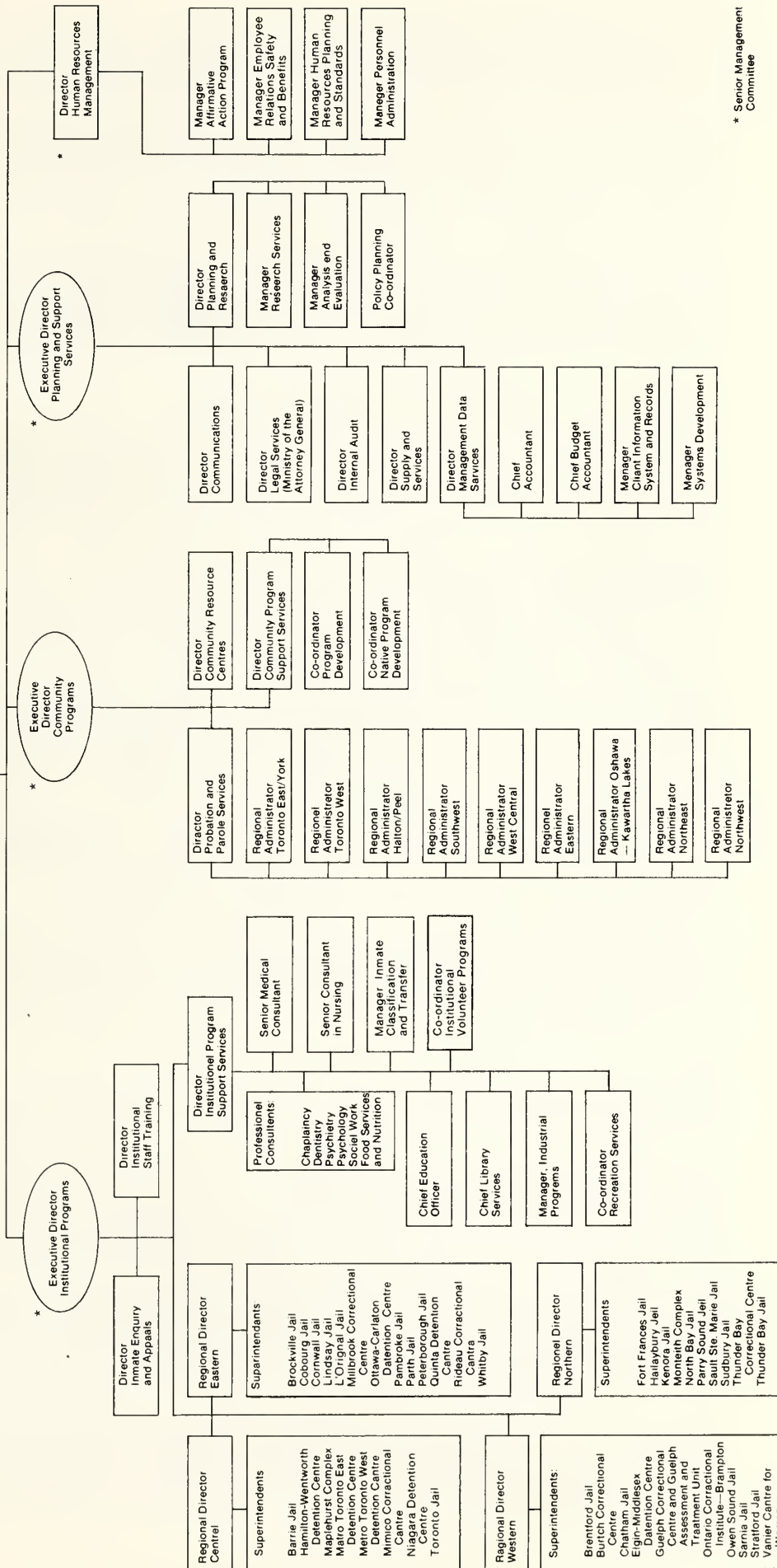
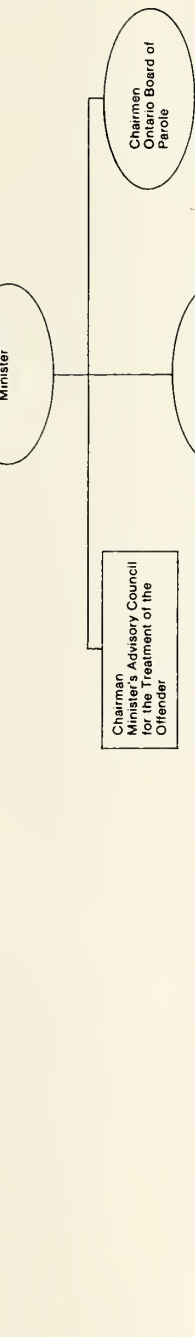
Dealing with the Offender in the Community

Probation, the original community-based program, remains the mainstay of dealing with offenders in the community. However, in the last few years this ministry has developed and continues to implement additional programs which are aimed at keeping minor offenders out of prison.

Imprisonment continues to be the only means our society has of segregating those who commit serious and violent crimes. But that group of offenders represents less than 6 per cent of all reported crimes in Ontario. The bulk of offenders pay a fine.

ORGANIZATION CHART

As of March 31, 1981



* Senior Management Committee

Dealing with minor offenders in the community in many cases will enable them to keep their jobs, keep their families off welfare, and, in some instances, repay the victim, at least in monetary terms.

And of vital interest to the taxpayer, offender supervision in the community averages \$5 per day - a significant savings over the \$60.32 per day average required to house a prisoner.

Wherever possible, both offenders serving institutional sentences and those on probation are encouraged to understand their personal responsibility to the well-being of their community through a number of programs in which offenders work for the benefit of the community.

COMMUNITY RESOURCE CENTRES (CRCs)

The 'halfway house' concept of community corrections has been part of the North American corrections scene for many years. It is literally what the name implies: halfway out of prison and halfway into the community.

In 1974 this ministry established the first of 28 such houses and called the new initiative the Community Resource Centre program.

Community resource centres, located in both rural and urban areas, accommodate from 6 to 16 residents in a group-living, group-responsibility situation. The residents are primarily carefully screened imprisoned offenders who reside in the facility by means of the ministry's temporary absence program.

Residents work or attend school and take part in appropriate programs such as life skills, employment counseling, and alcoholics anonymous (AA) meetings. Those who work pay room and board.

The CRCs are operated by agencies and individuals under contract to the ministry. An increasing number are becoming 'multi-purpose' residences: they accommodate probationers and parolees in addition to inmates on temporary absence.

During the year plans were made to establish a bail hostel in 1981 as an extension of the program.

TEMPORARY ABSENCE PROGRAM

Selected inmates are permitted to return to the community prior to the termination of sentence for a variety of reasons ranging from family crises to paid employment. While every inmate has the right to apply for the program, this does not imply a right to approval of an application. Neither is a temporary absence the appropriate or immediate answer for every inmate's need or problem.

The temporary absence program has maintained an approximate 98 per cent success rate (defined as returning on time to the institution at the termination of pass) since it began in 1969. The program has saved taxpayers thousands of dollars as working inmates have kept their

families off the welfare rolls, have contributed to board and lodging at the institutions, and have paid taxes and other mandatory deductions.

Responsibility for the program rests at the local level with institutional superintendents working in co-operation with probation and parole services, the judiciary, local police or the Ontario Provincial Police, and other outside agencies which may have impact on the decision-making role.

The inmate enquiry and appeals branch, located at the ministry's head office, monitors the total program and is responsible for acting on complaints, reviews, and appeals involving applications and enforcement proceedings. There were few complaints and appeals during the year.

VOLUNTEERS WORKING IN THE MINISTRY

Community Programs

Approximately 1,500 volunteers give unstintingly of their time, skills, and concern to those in the care of the ministry's probation and parole service. Volunteers do not replace paid staff; rather, they enrich the quality and extend the scope of service. They provide flexibility in programming and come equipped with many professional and life skills.

In the community programs division, volunteers monitor restitution payments to help ensure that court-ordered payments are made to victims. Volunteers give special employment and job-readiness counseling to probationers trying to meet the expectations of society. Translation services are provided also by volunteers who collectively speak 22 different languages.

Information for abbreviated presentence reports, known as 'stand-down reports,' is obtained by volunteers at the request of many provincial court judges to provide specific community information relevant to sentence. Volunteers participate in victim/offender reconciliation, a mediation process aimed at facilitating restitution arrangements between offenders and victims.

Probation and parole caseloads over the last decade have risen dramatically and the participation of volunteers in sharing supervision responsibilities increases the ministry's ability to provide better service. About 10 per cent of the total probation caseload is supervised by volunteer probation and parole officers. Each one of those volunteer officers brings his or her own sense of responsibility and understanding to the job.

Community volunteers in a number of areas across the province have formed associations to promote involvement and awareness of corrections. Associations in Belleville, Hamilton, London, Stratford, and Oxford County are actively responding to the challenges and issues in the criminal justice field.

Institutional Programs

While the number of regular institutional volunteers remains at about 2,500 individuals, there has been increased emphasis on the development of improved volunteer management techniques through the appointment of volunteer co-ordinators at a number of our larger institutions. During the past year, 24-hour contract volunteer co-ordinators have been appointed at the Mimico Correctional Centre, the Elgin-Middlesex and the Quinte Detention Centres, and the Whitby Jail. Under active consideration are similar appointments at the Millbrook, Thunder Bay, and Rideau Correctional Centres and the Ottawa-Carleton Detention Centre.

Twelve institutions now have volunteer co-ordinators, while four other large institutions have designated a professional staff member to co-ordinate volunteer programs.

The ministry continues to encourage programs directed towards individual inmates which may assist them to develop significant support systems outside the institution and which, hopefully, will encourage them to avoid further criminal activity. The M2 (Man to Man) program seeks to match volunteers to inmates who need friendship, not only in institutions but in the community after discharge. The Seventh Step Society of Ontario is a self-help group for inmates both inside and outside the institution, and we are encouraged by its corps of volunteers (both ex-offenders and 'straight' people) who are committed to its continuing development.

With the development of this ministry's new classification program, new avenues have been opened for involvement of volunteers in discharge planning programs. Already we have volunteers driving inmates to interviews for employment or further education in preparation for their discharge.

STAFF TRAINING

Community Programs

The staff training component of the community programs division provides training for all areas of the division as well as for related community correctional agencies.

A series of yearly workshops and seminars is provided for various levels of staff in the areas of basic training, customer service, management training, skills training, non-government agencies training, volunteers training, and new management consultation.

The thrust of such training is to develop further staff skills which will be of benefit to the community, ministry programs, and the individual employee. For example, the Customer Service Program, or Access project, trains government telephone users in courteous, efficient and helpful ways in which all call-handling and call-answering situations should be met, as well as in the proper use of telephone sets, equipment, systems and service. The Access program is aimed at making government information and services more accessible and responsible to the residents of the province.

Another program, Multicultural Awareness for probation/parole staff in the Toronto West Region, provided participants with information and knowledge to assist them in helping clients from various cultural and ethnic backgrounds.

The present training course for new probation and parole officers has been reviewed and revisions recommended. The new basic training course will replace the present program in the fall of 1981. This new course will provide a more intensive training experience during the first year of employment. Special emphasis will be placed on presentence report writing, enforcement of probation, counseling, and program administration. New officers will be required to pass examinations at the conclusion of each of the training sessions.

Management training courses, which emphasize both the technical and interpersonal aspects of management principles, are receiving particular attention in this era of financial constraints and the resulting pressures for managers. These courses elaborate upon current trends in management, the challenging perspective offered in the quality-of-working-life approach, and the numerous roles and responsibilities of a manager.

One of the key roles of today's trained managers in the community programs division is introducing and nurturing the new team approach which is currently being adopted by many probation and parole officers throughout Ontario. The team system maximizes the total resources of each staff member and skill areas within each office. All staff are full members of the team and are equally responsible for the successful functioning of the team. This approach provides an excellent means of improving the total delivery of the probation and parole service to both the clients and the community. It also encourages the development of an array of new skills by each team member.

To meet the increasing involvement of the ministry with the community, staff from the community resource centres and from programs operated by agencies such as the John Howard Society, the Elizabeth Fry Society, and the Salvation Army are included in regularly scheduled programs where appropriate. Examples of such programs include Principles of Management, Probation Law, Coping with Stress, and the Court Worker.

Institutional Programs

The institutional staff training branch conducts training and development programs for main office and institutional staff. A total of approximately 4,600 persons received training during the year which was conducted by the branch staff or subsidized by branch funds. Additionally, a program of on-the-job training was conducted at each of the institutions by the institutional training officers with assistance from regional training advisors.

This branch also administers the ministry's educational assistance program for main office and institutional staff. During the year 356 staff benefited from this program.

Training is delivered on a 'geographical cluster' basis; i.e., institutions are grouped into manageable geographical areas and send their staff to a

central point within their area to undergo training. Facilities at the larger institutions within each of the clusters are used.

During the year the branch managed a new and innovative program - the staff training financial support program (STFSP). The program was designed to reduce training backlogs and to encourage institutions to satisfy long-standing training requirements of a local nature. As a result, the institutional programs division enters 1981-82 with a much improved standard of training.

The STFSP also permitted the branch to initiate institutional crisis intervention team training (ICIT). During the year, 17 teams from five institutions (Millbrook and Guelph Correctional Centres and Ottawa-Carleton, Quinte, and Elgin-Middlesex Detention Centres) completed the extensive two-week training course representing 1,030 man-days of crisis training. ICIT training has brought a new source of pride, professionalism and team work awareness to the institutions which have participated in this program. It continues into 1981-82 in an effort to equip more major institutions with a crisis intervention capability. The requirement for continuation training of available teams is also recognized.

The development of pre-retirement workshops was initiated during the year. The workshops were designed for ministry employees and their spouses who were nearing retirement age. Incorporated into the workshops were sessions on attitude towards retirement, financial planning, living arrangements, health maintenance, leisure activities, and self-development. These workshops were conducted in the eastern, northern, and central regions, with a similar workshop scheduled for the western region early in the 1981-82 fiscal year.

Two seminars were held for correctional officers employed in the supervision of inmates of the opposite sex under the affirmative action program. Both female and male correctional officers from 27 of the ministry's institutions participated.

The institutional staff training branch co-operated with a number of ministry branches in the conduct of specialized training. This included workshops for recreational directors, office managers, institutional supervisors, and temporary absence program institutional staff. The branch worked closely with the human resources management branch by providing training personnel to work co-operatively in the development of selection techniques and performance appraisals and by providing financial support to operate related courses. Educational tours for managers, which included tours to Millhaven and Kingston Penitentiaries, the Mental Health Centre at Penetanguishene, and Millbrook Correctional Centre, proved of high interest to the participants.

Four new slide/sound programs were added to the ministry's slide/sound and tape program, making a total of 16 which are available to other jurisdictions on a purchase-at-cost basis. These programs cover staff training in the areas of correctional problems, searching, tear gas training, etc.

INSPECTION AND INVESTIGATION BRANCH

Director - Stan Teggart

Inspection and Investigation Branch
Ministry of Correctional Services
2001 Eglinton Avenue East
Scarborough, Ontario
M1L 4P1

This branch carried out operational inspections of all ministry institutions and community resource centres in accordance with the Ministry of Correctional Services Act and Regulations. The purpose of an operational inspection is to monitor the over-all institutional operation and report findings in writing, making recommendations for change in all areas found below standard or not in accordance with ministry policy.

Investigations are conducted at the request of the minister, deputy minister, and the executive director, institutional programs, into the more serious incidents which occur involving ministry staff, inmates, institution operation and administration, as well as complaints and incidents involving this ministry which occur in the community.

The branch is involved also in a number of collateral activities including the provision of consultative services to ministry staff regarding day-to-day operational security and safety, and acts as a liaison with other agencies involved in the correctional process and the administration of justice. An information bank is maintained in the form of reference files, institution contingency plans, and schematic detailed security layouts of each institution in relation to emergency/crisis situations.

The branch has now assumed a major role in the ministry's preventive security programs. In this role the branch is responsible for co-ordinating and assisting local managers in the development of institutional crisis security measures, alerting/advising senior ministry officials and crisis management teams of actual or potential crisis/hostage situations, providing intelligence information and liaison with the crisis intervention teams, and co-ordinating the training of staff for crisis situations.

HUMAN RESOURCES MANAGEMENT

Director - V. J. Crew

Human Resources Management Branch
Ministry of Correctional Services
2001 Eglinton Avenue East
Scarborough, Ontario
M1L 4P1

A major reorganization took place within the human resources management branch which was designed to improve the level of

personnel services to managers and staff, to facilitate new initiatives in the human resources programs, to provide more effective communication with the union and faster resolution of staff concerns, and to improve the effectiveness of branch expenditure control. The branch has been organized into four sections, each headed by a section manager with program and fiscal responsibilities:

Personnel Administration: responsible for the delivery of personnel services through regional personnel offices throughout the province.

Planning and Standards: responsible for the development of new programs and policies, ongoing liaison with the civil service commission, the operational review of current personnel programs and services, and the development and maintenance of personnel information systems.

Staff Relations: responsible for ongoing liaison with the union, the resolution of employee grievances, the co-ordination of employee relations committee and occupational health and safety committee systems, and the employee benefits function.

Affirmative Action Program: responsible for ensuring the effective employment of female staff, the further involvement of females in occupations in which they are under-represented, and for the linkage of the affirmative action program to the ministry's over-all human resource planning and programs.

During the 1980-81 fiscal year, the branch assisted the three ministry divisions in the development of divisional human resource plans, and will co-ordinate the linkage of these plans to ministry and corporate objectives. It is expected that, once operational, these plans will assist in the earlier identification of staff with managerial potential, and in the development of effective career development plans.

As an aid in the ministry's manpower planning and staff training, the branch began the development of a computerized inventory of personnel information. This inventory will contain such information as specific education and training completed and languages spoken, which is currently obtainable only through manual file reviews or direct communication with individual staff.

Negotiations with the Ontario Public Service Employees Union were begun during the year towards the development of a revised ministry memorandum of agreement, pertaining to such issues as the structure and terms of reference of employee relations committees, and employee access to personnel files and records.

The ministry's attendance improvement program continued to meet with success, in that employee absenteeism rates declined during the year, and the ministry absenteeism rate was less than that of the Ontario Public Service as a whole. This is a significant achievement considering the relatively stressful and potentially dangerous nature of the work performed by the majority of ministry employees.

During the period of the affirmative action program women have improved their representation in the ministry by 5.7 per cent from 19.3 per cent in 1975 to 25.0 per cent in 1981. They have also significantly

increased their representation in two traditional male occupations of correctional officer and probation and parole officer.

The 1980-81 year was the first year that ministries were required to establish numerical planning targets for all under-represented classification levels. The ministry identified 98 priority targets (one-third of the government's corporate affirmative action targets) and achieved 92 of these targets. Correctional officer positions accounted for the majority of the ministry's priority targets, and at the entry level 81 of 83 targets were achieved. The priority targets for probation and parole officers were exceeded and at the line level this classification is no longer under-represented.

To assist the ministry in meeting its commitment to provide accelerated career development to female employees, an assessment centre was established to identify women with potential to become managers and to provide them with a two-year career development program to enable them to meet this objective.

During the year, the branch co-ordinated an experimental program for the recruitment and selection of correctional officers for the four institutions in Metropolitan Toronto. This process screened approximately 500 applicants through audio-visual job information presentations, skills and aptitude testing, and interview boards to develop an eligibility list of approximately 50 suitable recruits for vacancies as they occurred. The program will be continued and expanded to other areas of the province on a gradual basis.

Task groups continued extensive work on the development of new performance evaluation systems. These groups are developing appraisal systems for correctional officers, probation and parole officers, managers, and clerical and support staff.

ONTARIO BOARD OF PAROLE

Chairman - Ms. D. M. Clark

The Ontario Board of Parole exercises parole jurisdiction over all inmates sentenced to provincial institutions and over any federal offenders serving a sentence in provincial institutions as a result of transfer.

Inmates serving sentences of six months or more are eligible for parole and automatically receive consideration by the Board; no formal application on the part of the inmate is required. For sentences of less than six months, application is required.

Parole is a means of releasing an offender into the community under supervision while he or she serves the remaining portion of the sentence. A parolee who fails to comply with the conditions of parole may be returned to the institution on the authority of the Board. The protection of society is enhanced through the supervised return of prisoners to the community; at the same time prisoners have support and structure while they re-establish themselves in their community.

During its second full year of expansion, the Parole Board's five Regional Boards held a combined total of 1,114 meetings covering 6,598 parole considerations, with 1,920 paroles being granted.

The total number of persons granted parole was lower than last year, owing to various factors. Among these were increased inmate counts at some institutions and the resulting work pressures on staff. The Parole Board was thus not always able to obtain all of the information required for decision-making and could therefore not proceed with some cases within the normal time frame.

A formal agreement between the Board of Parole and the ministry regarding the provision of information was being prepared at year's end, and it is expected that with the signing of the agreement the Parole Board will experience fewer difficulties in meeting its time requirements.

Other factors which the Board encountered include overcrowding in institutions, which led to a greater rate of transfer of prisoners throughout the system and, therefore, to difficulty in scheduling cases for hearing. The number of returnees encountered by the Board also played a part in the reduced numbers of inmates granted parole. In addition, a proportion of prisoners chose straight discharge rather than parole release and the supervision it involves. In these cases the prisoner is released with no supervision at the end of two-thirds of the sentence, having had one-third of this time credited as earned remission. A prisoner released on parole is under supervision until the final expiry date of his sentence.

The Board is in the process of examining its own internal operation with a view to reorganizing its structure and resources in ways which will serve its needs more effectively. To assist the Board, a task group of four was established March 2, 1981, for a six-month period. This group will study the policies and procedures of the Board and prepare a policy, organization, and procedures manual. The process will include an examination of the entire hearing process and make recommendations regarding the standardization and refinement of procedures and forms as a baseline for required regional operation.

Other areas of study will include criteria for selection of Board members, review of and explicit job descriptions for all positions within the Board structure, staff orientation and development, regional areas and workloads, as well as communications between the Board and the ministry and other groups.

The Board of Parole, an independent decision-making authority which reports to the minister of correctional services, is in the process of signing two agreements with the ministry. The first is a Memorandum of Understanding, formulated at the request of the management board of cabinet, which outlines the roles, powers, and responsibilities of the Board, the ministry, and the minister. It sets out in broad terms the Board's financial and administration arrangements with the ministry.

The second is an Administrative Agreement, which details specific roles, functions, and expectations of the Board, institutions, and community programs in support of the Board's hearing process, and in the supervision of cases once parole is granted.

Both agreements have involved a long process of negotiations and should lead to mutual and more effective interrelationships and a clear understanding of roles and responsibilities for all concerned.

The Board has participated at meetings as a member of the Canadian Association of Paroling Authorities (CAPA) where the focus has been on sharing information concerning procedures and practices of common interest, and joint consideration of specific areas where some standardization is required. A formal agreement was drafted on Transfer of Parole Jurisdiction between federal and provincial jurisdictions, through the efforts of CAPA, and was accepted at the ministerial level of all provinces concerned and the federal government. Formal administrative procedures are currently being developed as a follow-up to this agreement.

ONTARIO BOARD OF PAROLE

In September, 1978, the Ontario Board of Parole expanded to five Regional Boards and assumed jurisdiction over all inmates sentenced to provincial institutions. The following chart indicates the growth rate of case activity since 1978.

Annual Totals for Five Regional Boards

Fiscal Year Ending Mar. 31	Cases Heard		Parole Granted		Meetings Held	
	Number	Average per month	Number	Average per month	Number	Average per month
1979	5,440	453	1,968	164	678	56
1980	6,207	517	2,313	193	1,028	85
1981	6,598	550	1,920	160	1,114	93

- Sources (a) Annual Statistics, Ontario Board of Parole 1978-1981
- (b) Annual report, Ministry of Correctional Services 1980

Planning & Support Services

Executive Director - M. J. Algar

Planning and Support Services Division
Ministry of Correctional Services
2001 Eglinton Avenue East
Scarborough, Ontario
M1L 4P1

The executive director, planning and support services, is responsible for all comptrollership-related functions, central supply and services, data processing, inmate records, internal audit, communications, research, corporate planning, and legal services.

At year's end the ministry presented a positive financial picture with an unspent balance of \$1,028,200 or .65 per cent of the total appropriations.

Actual expenditures:

Salaries and wages	\$102,906,560
Employee benefits	16,356,667
Transportation and communication	3,973,778
Services	18,108,442
Supplies and equipment	15,987,995
Transfer payments	897,260
Recoveries	(1,704,010)
Non-budgetary expenditure	<u>1,732</u>
	<u>\$156,528,424</u>

INTERNAL AUDIT

The internal audit branch is responsible for reviewing the ministry's business management practices and procedures to ensure adherence to guidelines published by the government and the ministry.

Following government-wide reviews by the office of the provincial auditor and the staff of the management board of cabinet, senior

management considered methods by which the internal audit process could be expanded to include aspects of comprehensive auditing. During this year, the branch extended its activities in electronic data processing audit and also undertook a number of activities designed to broaden the specialized training of its staff.

THE PLANNING PROCESS

Considerable emphasis was placed by the planning and research branch in close co-operation with the management data services branch and senior management of the ministry generally in reviewing and improving the production and interpretation of statistical information relating to client populations. This information enhanced considerably the planning processes generally of the ministry.

The ministry revised its strategic plan for the period 1981-86 following the second of its annual Future Outlooks for senior managers.

The three divisions of the ministry prepared and published operational plans for the 1981-82 financial year which were compatible with the strategic plan. Many elements of the ministry were able to co-ordinate the operational plans with the budgeting process for that year and with the management-by-results (MBR) and zero base budgeting processes.

Plans were developed for the further integration of the planning processes for future years and for training the ministry's managers in the use of these advanced management techniques.

ANALYSIS AND EVALUATION

The analysis and evaluation section has responsibility for financial analysis, financial planning, and policy analysis. The financial planning function includes the preparation of the ministry's estimates and submissions to management board, as well as the development of management-by-results and other evaluation techniques. The section's responsibility in policy analysis includes preparation of cabinet submissions and the provision of information to the justice secretariat for use by the cabinet committee on justice.

During 1980-81 the section continued to assist in the further development and refinement of the ministry's strategic and operational planning processes. Individual program analysts played a major role as consultants to the operational planning committees of all three divisions of the ministry. In conjunction with this exercise, the section continued to take an extremely active role in promoting the further refinement of MBR and related techniques in order to improve the evaluation of the various ministry programs as well as provide the necessary information for long-range planning.

In the area of financial management, the computerized budget planning system introduced in 1978-79 continued to be refined in 1980-81. The implementation and refinement of this system has made it possible for staff of the section to assume a greater role in the ongoing training of field managers in the area of financial planning and budgeting procedures.

In 1981-82 the section will play a significant role in the promotion and development of the management-by-results improvement plan recently introduced by the management board secretariat. This process has already been implemented in the community programs division. It is also expected that the section will assist in the integration of the MBR process with the operational and financial planning systems.

The outlook for the 1981-82 fiscal year suggests that the fiscal resources available to the ministry will be scarce. It is thus anticipated that the section will be involved heavily in evaluating the use of these resources in the field. This will be done by developing alternative allocation and use strategies for local and general managers so that local budgets are put to the most effective use in order to maintain standards of program and service delivery.

RESEARCH SERVICES

The research services section provides research and data analysis to all levels of ministry staff. The aim of these services is to foster an empirical, objective, and quantitative approach to the formulation of policy and to the development of programs. During the last year research services and management data services have collaborated on several projects in order to improve the quality of statistical reports. This collaboration is expected to continue during the next fiscal year.

The most valuable resource of the ministry is its staff. During the past year research services has collaborated with the senior management of the central region, institutional programs division, and with the human resources management branch to plan and execute a pilot project to improve the process of hiring correctional officers in the Metropolitan Toronto area (see human resources management section).

Research issues and priorities are established through consultation with ministry staff at all levels. These are then approved by the senior management team on the basis of policy and management requirements.

The following research reports were produced in 1980-81:

- 1) An Examination of Adult Training Centres in Ontario:
III Community Follow-up
- 2) Pre-Trial Services in Ontario: The First Year
- 3) Parole Decision Making in Ontario
- 4) Program Inventory - A Description of Institutional
Programs and Services
- 5) Chronic Young Offenders
- 6) The Female Offender: Treatment and Training
- 7) Correctional Potency: Treatment and Deterrence on Trial
- 8) Factors Related to Recidivism Among Adult
Probationers in Ontario

- 9) The Community Service Order Programme in Ontario -
3. A One Year Follow-up
 - 10) The Centralized Recruitment Project: A Process Evaluation
- In addition a variety of statistical briefing documents were produced.

Research projects currently under way cover the following subjects:

- 1) Pre-Trial Services
- 2) Parole Decision Making
- 3) Community Service Orders
- 4) A Survey of Native Inmates
- 5) An Analysis of the Revised Inmate Classification Process
- 6) A Description of Correctional Centre Inmates
- 7) The Institutional Flow of Inmates
- 8) The Ottawa-Carleton Employment Pool Project for Probationers
- 9) The Development of the Levels of Supervision Inventory for Probationers
- 10) The Development of Techniques to Monitor and Assess Contracts in the Community Services Division
- 11) Fine Defaulters
- 12) Judges' Attitudes toward Alternative Programmes
- 13) The Determining of Selection Criteria for Correctional Officers

SYSTEMS DEVELOPMENT

The use of mini-computers in the administration programs of the Toronto Jail was expanded to include similar installations at the Metropolitan Toronto East and West Detention Centres, and developmental work was started on the installation of similar systems at the Mimico Correctional Centre, the Hamilton-Wentworth Detention Centre, and the Maplehurst Complex in Milton.

Planning was in progress also for linking the computer systems of the three Toronto institutions by telecommunication systems and for the introduction of expanded functions in the major information systems of the ministry, most especially those relating to the probation and parole services. In order to develop improved information and data communications, two pilot projects were implemented during the year. The northern region has instituted a project linking selected institutions and the northern region office with Telex. In the eastern region facsimilie

units were installed in a number of institutions and the eastern region office. During the next year a study will be undertaken to compare the suitability of these communication processing systems for possible expansion across the ministry.

LEGAL SERVICES

This branch provides the ministry and the Ontario Board of Parole with general legal services such as the preparation of litigation, the settlement of claims, and acting as counsel before various judicial or administrative tribunals. The branch also ensures the application of uniform legal policy and consistent interpretation of statutes and regulations, and counsels the ministry on legal matters including the preparation and review of proposed legislation, regulations, and other legal documents.

COMMUNICATIONS

The communications branch maintains active daily contact with the news media regarding ministry programs, controversial incidents within the system, and crisis situations involving staff and/or ministry clients. This constant contact with the media is a direct result of the type of service provided by the ministry.

The branch is also responsible for all printed material describing ministry programs, the annual report of the minister, a bi-monthly newsletter, audio-visual material, and photographic displays and exhibitions.

Community Programs

Executive Director - A. F. Daniels

Community Programs Division
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The community programs division, with a caseload of about 90,000 clients, is charged with the responsibility for developing community-based alternatives for offenders. The foundation of community programming is probation, with about 70 per cent of the total community programs' caseload serving a probation term, with or without an additional sanction.

Community resource centres, or hostels, for selected inmates, parolees, probationers, those on remand or on bail release, receive the next largest portion of the division's budget and are operated on a contract basis with private agencies. Agencies include such diverse groups as service clubs, church groups, ex-offender agencies, and concerned community action groups. Several new programs were initiated throughout the province in 1980-81 by agencies representing a broad spectrum of the community: MacMillan House in Barrie was started and operated by the Rotary Club; William Proudfoot House in London by the First St. Andrew's United Church; the community service order program in North York provided by the St. Philip's Anglican Church; an employment program for older offenders started by the Fortune Society.

Other types of programs for offenders which are based in the community include community service orders, restitution and reconciliation, parole supervision, pretrial services, and victim/witness assistance.

Using Community Resources

Fee-for-service contracts with private individuals, boards, and agencies for the provision of agreed-upon services have increased this year from more than \$5 million to almost \$8 million. This emphasis on privatization gives the ministry access to a large pool of community resources and trained and dedicated individuals. Many community agencies depend heavily on volunteers and thus this ministry's clients benefit from the skills and care and concern of the many dedicated citizens whose common ground is a deep concern for the community.

Organization of private agency contracts differs from area to area. For instance, in the region of Halton, the Elizabeth Fry Society opened a satellite office in order to provide community programs for Milton, Georgetown, and Acton. During the current year the society provided community service order, volunteer, and court worker programs.

In contrast, in the East York area of Toronto, a much more densely populated area, the Youth Employment Service provided a specialized employment counseling and referral program.

In the northwest region a number of contracts have been signed with Indian Band Councils for the delivery of specific services to offenders resident on reserves.

Additional types of programs include:

- Life skills - operated by the John Howard Society, Kingston (funded jointly by the ministry and Employment and Immigration Canada).
- Psychological assessments, testing, and counseling - contract with two Cornwall area psychologists.
- Crime prevention, recreational, and weekend services - contract with York Community Services for high delinquency areas of York Borough (Toronto).
- Victim/Witness assistance - contract with the Etobicoke Temple of the Salvation Army to assist victims of crimes in the Rexdale area (Toronto).
- Life skills training for socially handicapped probationers - contract with several YWCA offices.
- Native Inmate Liaison Officers - contracts with Native organizations to provide Native liaison officer programs at Kenora Jail and Thunder Bay Correctional Centre, and through the Toronto Native Friendship Centre to institutions in southern Ontario.
- Drinking driver awareness - offered by probation/parole offices to help drivers who have been convicted of impaired driving understand the effects and problems of drinking alcohol and driving.
- Shoplifting prevention - offered by probation/parole offices to prevent first offenders from repeating the offence.

An important aspect of privatization has been the development of community correctional boards whose members comprise a wide variety of citizen representation. These boards oversee one or more contract community correctional programs in a given area.

COMMUNITY SERVICE ORDERS (CSOs)

Over 5,000 probationers were required to contribute a specified number of hours of work to help non-profit agencies and needy individuals in the community.

Some 450,000 hours of community work were carried out last year by probationers on a community service order for a value of close to \$1.3 million. The work includes snow shoveling and grass cutting, painting and decorating, supervision of recreation for juveniles, and assisting at Red Cross blood donor clinics.

SPECIAL HELP IN FINDING EMPLOYMENT

Employment assistance is provided by both probation and parole officers and local private agencies under contract to the ministry, such as:

- The Second Chance agency in Guelph assists probationers and recently released Guelph Correctional Centre inmates.
- The Citizens' Action Group of Hamilton operates several job-readiness and employment-placement programs.
- The John Howard Society of St. Catharines operates life skills and job placement programs.
- The HELP Program in Kingston assists both federal and provincial offenders in finding employment.
- The Ottawa-Carleton Offender Employment Placement and Counseling Program, co-ordinated by a contract employee and assisted by volunteers at the Ottawa West probation and parole office, provides referrals for educational upgrading, vocational training, basic job readiness training, and other employment-related programs.

PROBATION AND PAROLE SERVICES

Director - D. E. Taylor

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Over 62,000 offenders were under the supervision of probation and parole officers during this fiscal year, providing each officer with an average caseload of 100 offenders, comprised of probationers, parolees, or inmates on temporary absence from an institution. Caseloads and working conditions differ greatly, however, according to geographic location, urban or rural setting, and the type and quantity of private agency contracts to which the officer has input.

Although the ministry has initiated a number of community-based programs for probationers, and probation and parole officers work with prison inmates returning to the community, the core functions of an officer's duties remain the provision of information to the courts to aid judges in the sentencing process, and the supervision of those offenders granted probation.

With the astronomical increase in client population in the last decade and the upsurge in diversified programming, in part the result of a changing client profile (were younger, had more severe disorders, and included more females), new methods of dealing with the day-to-day caseload were sought (Table 1).

TABLE 1

TRENDS IN ADULT PROBATION, FISCAL YEARS ENDING MARCH 31, 1972-1981

Fiscal Year Ending March 31	Persons Under Supervision at Start of Fiscal Year			Persons Placed Under Supervision During Fiscal Year			Total Persons Under Supervision for Fiscal Year		
	Male	Female	Total N	Male	Female	Total N	Male	Female	Total N
	Ontario Population ¹ ('000's)		Rate per 100,000 Population			Rate per 100,000 Population			Rate per 100,000 Population
1972	7,703.1	9,864	1,079	10,943	142.1	9,140	1,130	10,270	133.3
1973	7,833.9	10,350	1,180	11,530	147.2	9,717	1,508	11,225	143.3
1974	7,938.9	11,114	1,443	12,557	158.2	11,757	1,934	13,691	172.5
1975	8,093.9	12,810	1,755	14,565	180.0	15,044	2,342	17,386	214.8
1976	8,225.8	14,985	2,114	17,099	207.9	16,517	2,806	19,323	234.9
1977	8,264.5	16,089	2,487	18,576	224.8	16,014	2,837	18,851	228.1
1978	8,373.5	17,991	2,777	20,768	248.0	18,090	3,323	21,413	255.7
1979	8,444.3			24,493	290.1			27,822	329.5
1980	8,503.3			28,220	331.9			29,775	350.2
1981	8,621.0			31,083	360.5			31,107	360.8

1. Population dates are based on the calendar year during which the fiscal year began.

Source: social and economic data branch, central statistical services, ministry of treasury and economics. 1981 figure represents the last estimate available at the time this report was in preparation.

The result was a team model concept, from which has evolved three models. By March, 1981, some form of team model was operative in 20 areas of the province.

SOME REGIONAL INITIATIVES

Toronto East Region

A community intervention program was established to reduce crime-causing tensions within an identifiable area and to increase the effectiveness of a network of agencies in high-need areas. Court and institutional liaison officers, supported by a corps of volunteers, provide direct client service and linkages between the local probation and parole office, the courts, correctional institutions, and the Ontario Board of Parole. In addition to providing immediacy of service, they facilitate the resolution of client problems and direct referral.

The focus has been to involve the community, the police, and other parts of the justice system with probation and parole services in meeting client needs, and to reduce the rate of recidivism among this client group. Improved assessment of client needs/risks is an important means to this end.

Audio-visual training packages were developed to provide training for volunteers and to involve the public educationally in the correctional process.

Toronto West Region

In the multicultural area encompassed by the Toronto West region, both officers and support services staff received intensive training in ethnic awareness and ethnic sensitivity. Volunteers representing various ethnic groups have been recruited to provide, in general: client service, public education, and crime prevention programs.

A satellite probation and parole office was established in the Jane/Finch area to provide closer community supervision and services to that socially troubled area. This area also established a parents' awareness training program in Etobicoke to provide information and training to parents interested in and/or referred for assistance in dealing with their children.

West Central Region

An unusual and imaginative program for probationers is being conducted at the Welland probation and parole office. Conducted by one officer and two support staff, the four-week program (six hours) for female probationers deals with personal appearance, grooming, diet, exercise, hygiene, and nutrition. A medical doctor, nurse, and hairdresser also volunteer their services; several cosmetic companies donated hundreds of dollars worth of cosmetics, deodorants, perfumes, and booklets; and a local grocery store has donated coffee and cookies for the meetings.

Northwest Region

The former Thunder Bay area of this region was divided into two separate areas:

- (1) Thunder Bay (including the City of Thunder Bay and immediate vicinity).
- (2) Nipigon (areas outside the City of Thunder Bay on the west to the boundaries of Kenora and Fort Frances areas, and on the east to the northeast region's boundary).

This allows the Thunder Bay staff to concentrate on service appropriate to a large urban area, and the Nipigon staff to develop programs suitable to the smaller and sometimes remote communities, which constitute the greatest part of the vast northwest section of the province.

Southwest Region

Programs relating to shoplifting are operated by probation and parole offices in Chatham, Windsor, and Guelph.

For example, the Windsor program consists of five weeks of lectures, films and discussion groups, and involves area store managers and security staff, a representative from the police department and from the crown attorney's office, and the probation and parole office co-ordinator.

The target group for this program are school children from grade 3 to grade 12 levels in both the public and separate school systems.

COMMUNITY RESOURCE CENTRES (CRCs)

The community resource centre program emphasizes the role community groups and agencies play in the correctional process: all centres are operated on a contract basis for the ministry. Although the program was originally designed only to allow inmates to serve an appropriate part of their sentence in a community residential setting, the program now accepts selected persons on remand or on probation, and plans for a bail hostel to open in 1981 have now come to fruition.

Stability in employment status and social relationships are some of the objectives of a CRC program which are achieved through counseling, group meetings, and community interaction.

Involvement in the ministry's community programs has expanded beyond the original mandate by supervising offenders involved in such programs as victim/offender reconciliation and restitution in which residents are given direction and guidance in meeting and making financial repayment to the victims of their crimes.

Through ad hoc Community Residential Agreements (CRA) with agencies in various cities the ministry is able to extend the residential program by having available the use of established facilities as the need arises.

The total bed capacity at the end of March, 1981, was 420 among 28 CRCs and 16 CRAs. Average weekly occupancy during the year was 410.

Average weekly charge	\$ 167.30
Total cost of program	3,572,491
Residents' earnings	1,556,286
Residents' paid room/board	494,580
Restitution	19,222
Paid to dependents	275,843

COMMUNITY RESOURCE CENTRES BY REGION

Central Region

Bunton Lodge
Calvert House
Cuthbert House
Ellen Osler Home
Gerrard House
MacMillan House
Madeira House
Sherbourne House
Stanford House

Eastern Region

Aberdeen House
Carleton Centre
Durhamcrest Centre
Durhamdale House
Fergusson House
Joe Versluis Centre
Kawartha House
Maison-Decision House
Onesimus House
Riverside House

Western Region

Kitchener House
Luxton Centre
Victoria House
William Proudfoot House

Northern Region

Kairos Centre
Ke-She-Ia-Ing (Ontario
Native Women's Centre)
La Fraternite
Red Lake Resource Centre
Robichaud House

**MINISTRY OF CORRECTIONAL SERVICES
PAYMENTS TO PRIVATE AGENCIES 1980-81**

1. Fee-for-service payments:

Community Agency Contracts	\$ 5,686,212
Community Resource Centres	3,572,491
Salvation Army House of Concord	<u>1,339,179</u>
Total fee-for-service payments	\$10,597,882

2. Grants to agencies:

Canadian Association for the Prevention of Crime	\$19,500
Church Army in Canada	7,700
Church Council on Justice and Corrections	12,000
Coalition of Ontario Rape Crisis Centres	37,500
Elizabeth Fry Society of Halton-Peel	7,800
Elizabeth Fry Society of Hamilton	5,400
Elizabeth Fry Society of Kingston	1,200
Elizabeth Fry Society of Ottawa	6,100
Elizabeth Fry Society of Toronto	25,500
Hamilton & District Literacy Council	3,900
John Howard Society of Ontario	66,500
Ontario Native Council on Justice	21,500
Prison Arts Foundation	7,300
Salvation Army	<u>78,800</u>
Total grants to agencies	\$ <u>300,700</u>
 TOTAL payments to private agencies 1980-81	 <u><u>\$10,898,582</u></u>

Institutional Programs

Executive Director - M. J. Duggan

Institutional Programs Division
Ministry of Correctional Services
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The executive director, institutional programs division, is responsible for the operation and functioning of 48 institutions and three camps and the functions carried out within and for institutional programs. This encompasses administration, inmate enquiry and appeals, staff training, medical, education, library, recreation, industrial programs, inmate classification, and the bailiff duties.

Within this division, four geographically formed regions are each overseen by a regional director.

The total institutions are composed of the following:

- 27 jails
- 9 detention centres
- 9 correctional centres
- 1 training centre
- 1 treatment institute
- 1 treatment unit
- 3 camps

All jails are maximum security institutions, detention centres provide both maximum and medium security, one correctional centre is maximum security, and all other facilities vary from the minimum security of the camps to a combination of all three according to the classification of the inmates and the type of programs operating.

OVERCROWDING

Over the last seven years, the number of Criminal Code charges received in provincial courts has increased by over one third. To meet the

increased demand for services for sentenced offenders, the ministry established, and continues to expand, a wide range of community-based programs, particularly in the probation service, which has had the greatest caseload increase (Figures 1, 2). These new initiatives are operated by probation and parole staff as well as through a variety of funding mechanisms of private and voluntary agencies. Institutional overcrowding, although alleviated somewhat by the revision of the earned remission system and the expansion of the Ontario Board of Parole, is again on the increase.

For example, the three Metropolitan Toronto facilities, the Toronto Jail and the East and West Detention Centres, were over capacity on most days of the year.

Other jails and detention centres in some of the province's larger urban areas such as Hamilton, Windsor, and Whitby also experienced overcrowding throughout the year. During the peak period, which was the last quarter of the fiscal year, as many as 32 institutions were housing inmates above their capacity.

Overcrowding at the local jail and detention centre level has been caused mainly by the increase over the past five years in the number of persons sentenced to six months or more, up to the provincially served maximum of two years less one day (Table 2 and Figure 3). Thus, at least in the south central area of the province, inmates who might have been transferred to the Guelph Correctional Centre are being held in a jail or detention centre because the former institution is already at capacity. It is a ministry policy not to overfill the long-term institutions.

Ramifications of Overcrowding

The increasing overcrowding in some of the ministry's facilities has numerous ramifications. Institutions are designed to hold a specific number of inmates, and the dining, recreational, and other program areas are designed to deal with that specific number. Any significant increase in inmates therefore affects all services within the institution.

For example, many of the cells designed to hold one inmate are now double-bunked, and at times, in some areas of the province, must hold three inmates. Such an increase in the inmate daily count puts a strain on the kitchen staff, who must continue to prepare adequate meals in facilities that in some cases were not designed to cope with the quantity of meals required. Similar problems occur within other support areas such as inmate visiting facilities and recreational programs.

Coupled with the escalating numbers of inmates (Table 3) is the problem of increased difficulty of handling inmates. They tend to be younger (Table 4) and with increasingly involved criminal backgrounds. Of the total number of persons released (6,071) from correctional centres during this year, 82.4 per cent had previous contact with this ministry. Of the 9,060 admissions to correctional centres during the year, 1,609 (18 per cent) had terminated a probation term during a two-year period (1979-80 - 1980-81). The relative chronicity and intractability of the inmate population has put pressure on the medium and maximum security institutions.

TABLE 2

TOTAL AGGREGATE SENTENCE TO BE SERVED BY
PERSONS SENTENCED TO TERMS OF IMPRISONMENT
FOR FISCAL YEARS ENDING MARCH 31, 1976-1981

Length of Term		1976	1977	1978	1979	1980	1981
Under 30 Days	N	17,889	23,374	25,310	22,365	21,665	22,796
	%	59.3	63.4	64.7	58.1	56.5	54.3
30 Days and Under 90 Days	N	5,173	6,874	7,820	7,856	8,154	8,797
	%	17.2	18.6	20.0	20.4	21.2	20.9
3 Months and Under 6	N	2,434	2,760	2,848	3,525	3,783	4,271
	%	8.1	7.5	7.3	9.2	9.9	10.2
6 Months and Under 12	N	2,163	1,645	1,252	2,183	2,321	2,845
	%	7.2	4.5	3.2	5.7	6.0	6.8
12 Months and Under 24	N	1,734	995	670	1,326	1,325	1,988
	%	5.8	2.7	1.7	3.4	3.4	4.7
Penitentiary (2 years or more)	N	751	1,241	1,192	1,254	1,116	1,308
	%	2.5	3.4	3.0	3.3	2.9	3.1
TOTAL		30,144	36,889	39,092	38,509	38,364	42,005
		100.1	100.1	99.9	100.1	99.9	100.0

TABLE 3

**TRENDS IN ADMISSIONS TO ONTARIO JAILS, AND OF THESE, THE
NUMBER CONVICTED AND SENTENCED AND THE NUMBER SENTENCED TO
TERMS OF IMPRISONMENT, FISCAL YEARS ENDING MARCH 31, 1971-1981**

Fiscal Year Ending March 31	Admissions ¹		Total Convicted and Sentenced ²		Total Sentenced to Terms of Imprisonment ³	
	Male	Female	Male	Female	Male	Female
1971	71,695	4,589	58,856	3,313	37,530	2,073
1972	61,481	4,183	51,855	3,051	34,917	2,064
1973	53,378	3,376	47,054	2,595	35,183	1,925
1974	52,859	3,213	45,042	2,300	30,789	1,574
1975	51,155	3,566	44,053	2,513	30,023	1,679
1976	51,678	3,113	43,392	2,526	28,680	1,464
1977	55,667	3,695	46,812	2,917	35,134	1,755
1978	55,380	3,692	47,500	2,660	37,210	1,882
1979	57,602	4,232	47,857	2,732	36,365	2,144
1980	56,206	4,495	49,359	2,718	36,059	2,305
1981	60,969	4,807	54,797	4,015	39,489	2,516

1. Includes all admissions to jails or detention centres and not persons. Some individuals account for several admissions during a year.
2. Includes those committed to jails (usually to await trial) and subsequently convicted and sentenced (not necessarily to a prison term) as well as those who are convicted and then sentenced to jail.
3. Includes those committed to jails (usually to await trial) and subsequently convicted and sentenced to imprisonment in jails, adult institutions or penitentiaries as well as those who are convicted and then committed to jails.

TABLE 4

AGE GROUPS OF PERSONS ADMITTED TO ONTARIO INSTITUTIONS

MALE	<u>1975/76</u>	<u>1976/77</u>	<u>1977/78</u>	<u>1978/79</u>	<u>1979/80</u>	<u>1980/81</u>
18 and under	9,683	10,331	10,023	11,092	10,880	11,457
19 to 24	17,185	18,737	18,762	19,629	19,319	21,560
25 to 35	12,335	13,695	13,785	14,371	13,883	15,683
36 to 50	8,488	8,903	8,774	8,634	8,318	8,523
51 and over	3,989	4,001	3,969	3,876	3,806	3,746
Totals	<u>51,678</u>	<u>55,667</u>	<u>55,380</u>	<u>57,602</u>	<u>56,206</u>	<u>60,969</u>
FEMALE						
18 and under	623	840	788	962	967	952
19 to 24	944	1,270	1,276	1,423	1,421	1,649
25 to 35	841	887	950	1,075	1,258	1,365
36 to 50	489	529	505	599	623	638
51 and over	216	169	173	173	226	203
Totals	<u>3,113</u>	<u>3,695</u>	<u>3,692</u>	<u>4,232</u>	<u>4,495</u>	<u>4,807</u>

Figure 1
SENTENCED INTAKE TO CORRECTIONAL SERVICES
IN RATE PER 10,000 CHARGES RECEIVED
IN PROVINCIAL COURTS

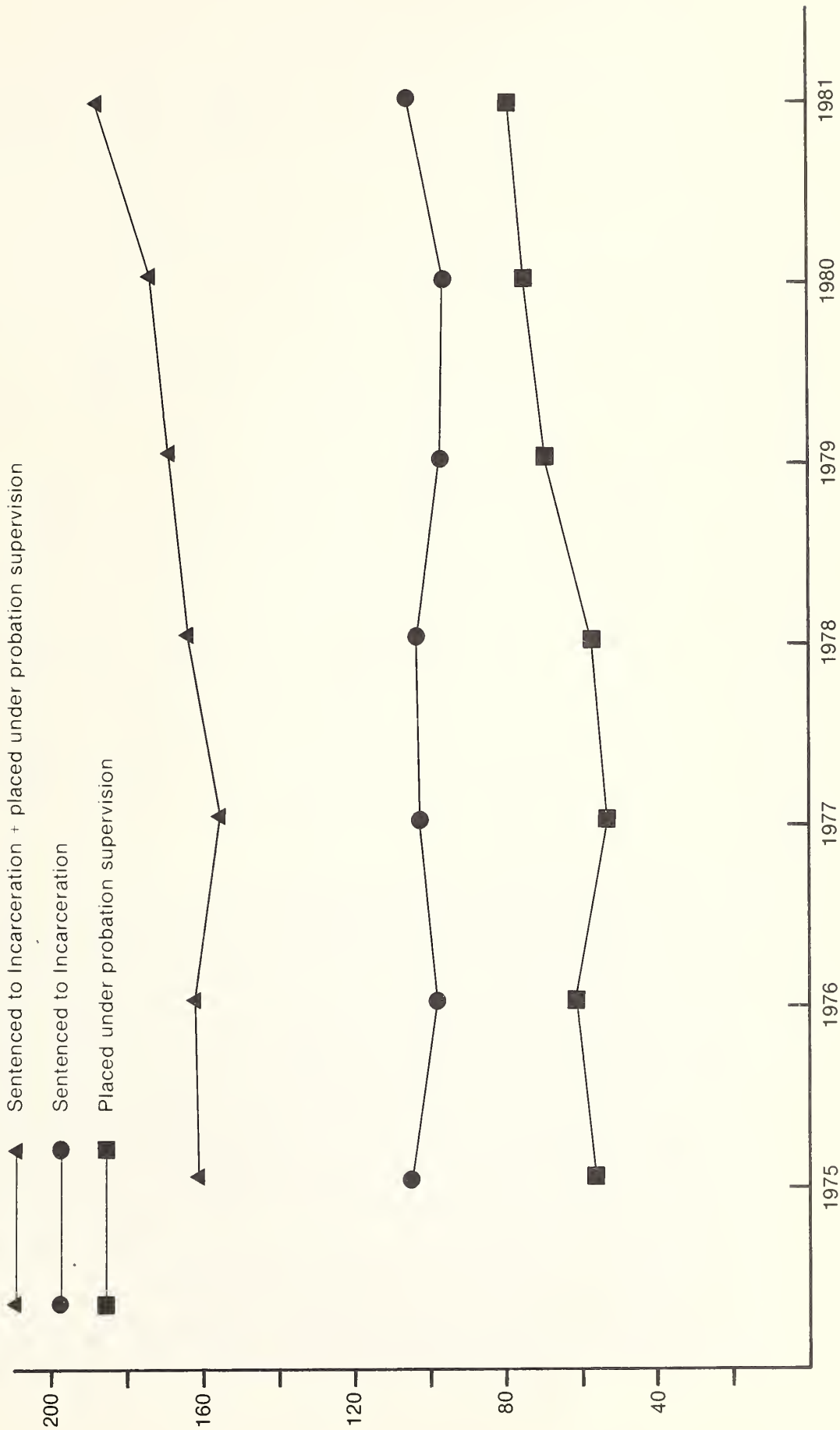


Figure 2

PROBATION TERMS AND SENTENCES OF INCARCERATION
IN RATES PER 100,000 POPULATION

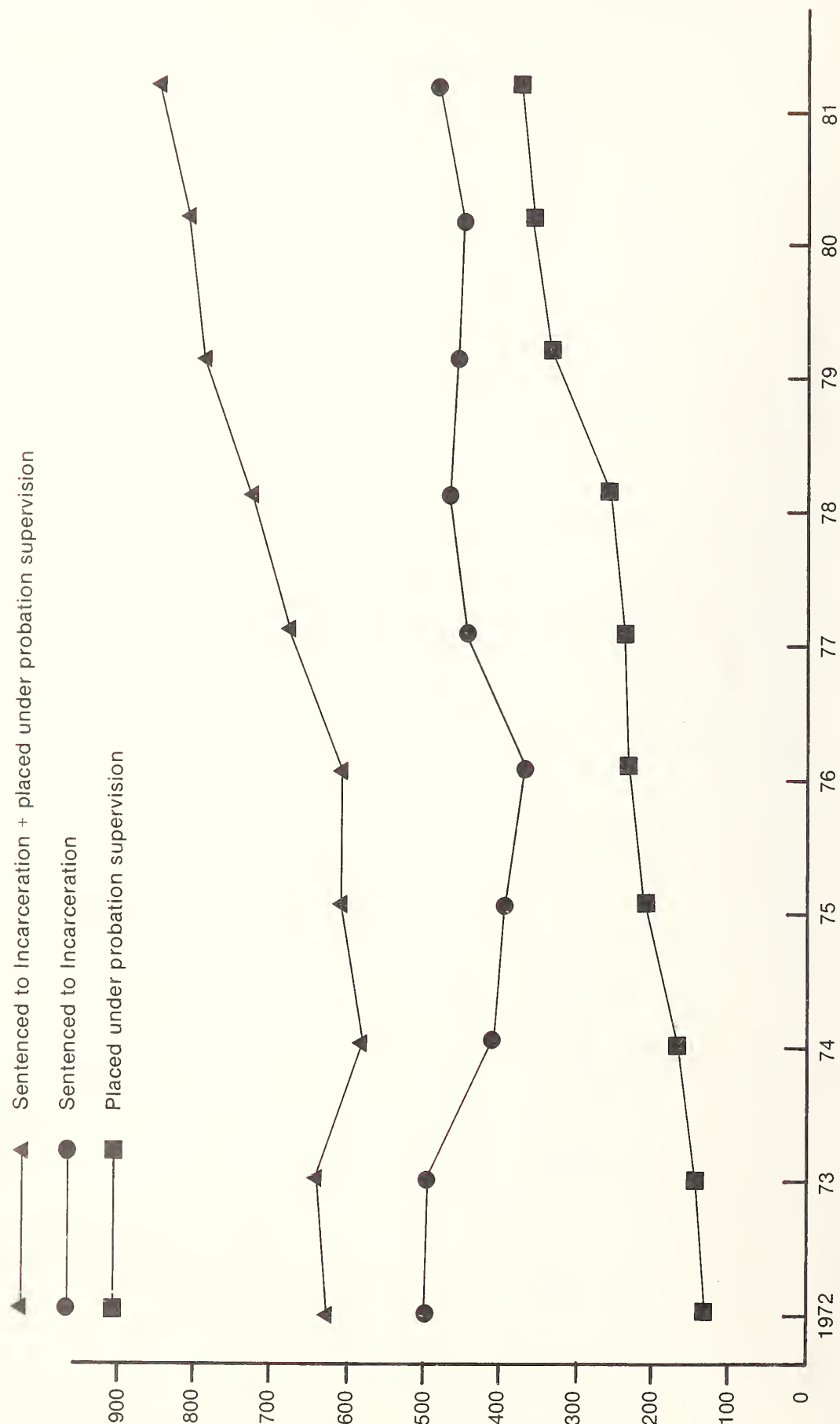
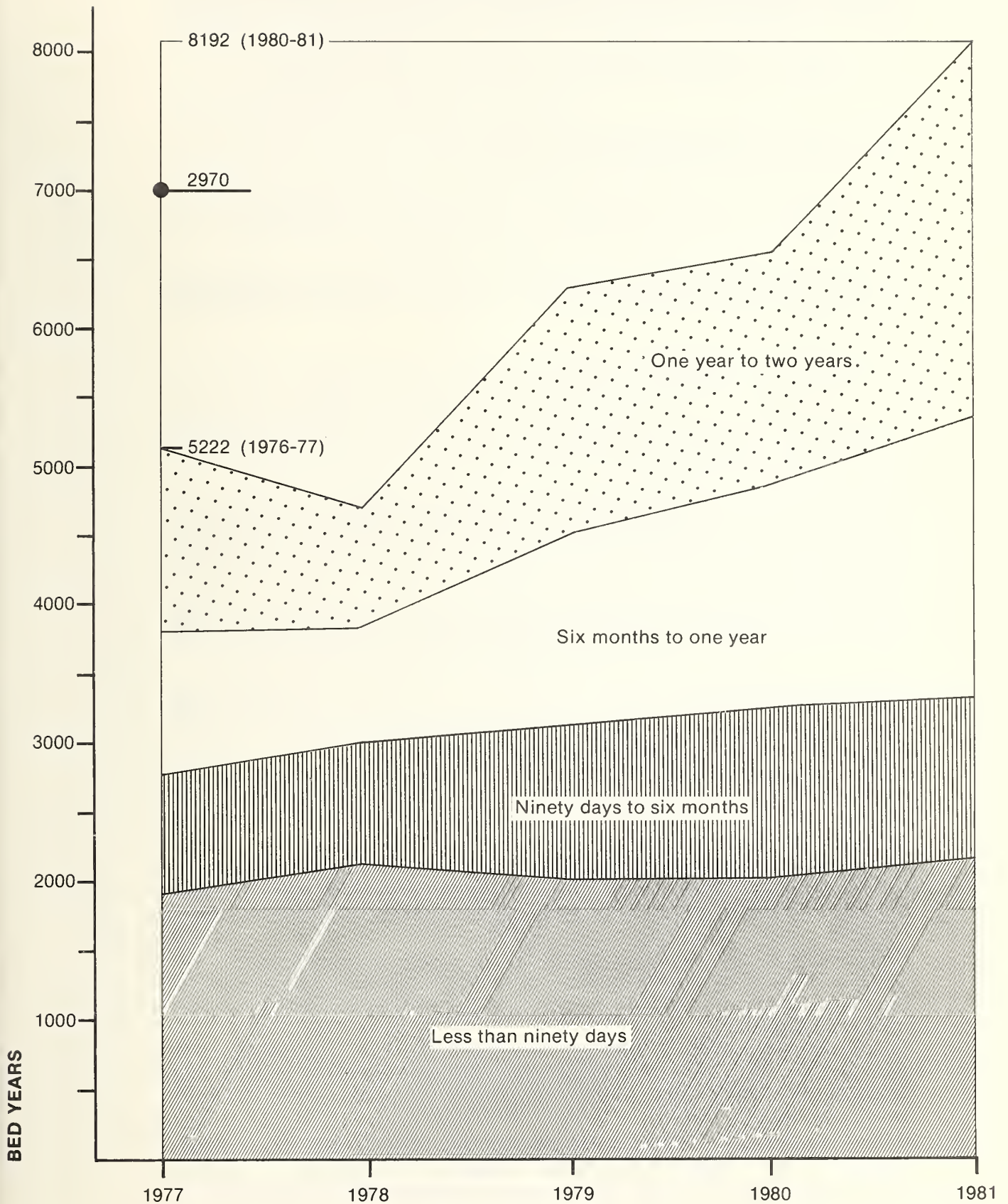


Figure 3

SENTENCES OF IMPRISONMENT



● Difference between 1976-77 and 1980-81 figures

SELF-SUFFICIENCY A HIGH PRIORITY

The ministry's five-year (1980-85) program aimed at making positive use of inmate labor and giving institutions a degree of self-sufficiency continued to expand in all seven identified areas. These are:

- (1) Reduce food bills by having inmates grow more of the institutional requirements and raise pigs, heifers, goats, and laying hens.
- (2) Expand cannery operations at the Burtch Correctional Centre to can ministry-produced fruit and vegetables.
- (3) Manufacture equipment for use in the self-sufficiency program.
- (4) Increase manufacture of clothing for inmates.
- (5) Wood-cutting projects - wood for use by institutions and to be offered for public sale.
- (6) Develop cottage-type industries.
- (7) Provide some of the energy used by institutions through conversion to solar heating and the continuation of the previously established energy efficiency program.

Progress in the self-sufficiency program has varied during the year, from a very successful year's harvest in the market garden area (with a wholesale value of about \$230,000) to the necessarily slower progress of the solar heating project.

The fabrication of security hardware for institutions at the Millbrook Correctional Centre has meant a considerable cost avoidance to the ministry. The items include security gates, grills and window screens.

The solar system at the Ontario Correctional Institute, Brampton, was opened on October 23, 1980, by The Honourable William G. Davis, premier of Ontario, and The Honourable Gord Walker, the then minister of correctional services.

The system is a joint venture of the ministries of government services, correctional services, energy, and the Ontario research foundation. During the summer months the system provides 75-80 per cent of the institution's hot water needs. This drops to 12-15 per cent of the requirements during the winter months.

The energy conservation program produced a reduction in energy consumption in all but one institution, with Monteith Correctional Centre reducing consumption by 29 per cent, a cost avoidance to the ministry of just over \$37,000.

INDUSTRIAL PROGRAMS

Among the various institutional industries operating in the correctional centres, flame retardant mattresses (Mimico Correctional Centre), picnic tables (Guelph Correctional Centre), canning (Burtch Correctional

Centre), and license plate making (Millbrook Correctional Centre) were highly active throughout the year.

An examination of the operational efficiency of the various industrial programs continued with a view to achieving complete cost-self-sufficiency in all industries.

INMATES WORK FOR THE COMMUNITY

Nearly 1,800 inmates provided approximately 532,000 hours of work - equivalent to \$1.6 million - in communities across the province. The work projects carried out would otherwise have been left undone for lack of local funding. The quality of work performed was high and was gratefully accepted by the community at large.

Local programs are outlined under the appropriate regions in the pages following.

INMATE CLASSIFICATION AND TRANSFER SECTION

This section, formerly called the bailiff's office, is responsible for: the initial classification and reclassification of all inmates sentenced to correctional centres or ministry treatment facilities, arranging and co-ordinating the transfer of all provincially sentenced inmates between institutions in Ontario, the transfer of all federally sentenced prisoners in Ontario from ministry jails and detention centres to a central federal location, the transfer of remanded prisoners between the Metropolitan Toronto institutions, and the liaising with other provincial governments and the federal government for the exchange of prisoners between the provinces, the United States, and Mexico.

Approximately 15,000 prisoners were processed through the classification system and approximately 26,000 prisoners were transferred during the fiscal year.

The section has a field staff of 13 provincial bailiffs and a fleet of five security-equipped vehicles, including two highway buses, all of which are equipped with mobile radios and mobile telephones.

During the 1980-81 fiscal year a refined system of inmate classification was implemented. This resulted in additional classification counselors being hired at institutions to provide an assessment of the inmate for use by the inmate classification and transfer section in the final institution placement decision. These assessments are also used by professional staff in the correctional centres to determine the inmate's program needs and assist with discharge planning.

In co-operation with Correctional Service Canada, a program of penitentiary placement has been developed. This program requires that federally sentenced inmates be assessed by national parole officers while held in ministry jails and detention centres for direct placement into an appropriate penitentiary. Previously, federal inmates were transferred to the CSC's Kingston Regional Reception Centre and dispersed to the various penitentiaries from there.

CENTRAL REGION - INSTITUTIONS

Regional Director - J. L. Main

Ministry of Correctional Services
2 Dunbloor Road
Suite 312
Islington, Ontario
M9A 2E4

	<u>Superintendent's Name</u>	<u>Operating Capacity (March 31/81</u>	<u>Average Daily Count 1980-81</u>	<u>Per Diem 1980-81 \$</u>
<u>Institutions</u>				
Maplehurst Correctional Centre	A.J. Roberts	400	388	59.99
Mimico Correctional Centre	Carl De Grandis	358	239	53.79
<u>Jails and Detention Centres</u>				
Barrie	Duncan McFarlane	83	68)	53.23
Camp Hillsdale	A. E. Williams (Acting)	60	36)	
Toronto	I.D. Starkie	319	386	44.63
Hamilton- Wentworth Detention Centre	R.D. Phillipson	260	273	49.45
Metropolitan Toronto East Detention Centre	A.J. Dunbar	340	330	44.18
Metropolitan Toronto West Detention Centre	R.P.G. Barrett	380	344	45.81
Niagara Detention Centre	J.G. Hildebrandt	120	120	50.37
House of Concord	Thomas Burns Liaison Officer	82	54	67.09

Institutions in the central region accommodate approximately 42 per cent of the province's inmate population. As has been discussed in the introductory section of this report, overcrowding is a problem basic to the daily functioning of certain geographically located institutions. Most of these are in the central region. Despite this, the fifth floor of the Hamilton-Wentworth Detention Centre has remained unused during the year as a result of continuing financial constraints.

INCREASED SECURITY

A number of security improvements received top priority: the admissions and discharge area at the Barrie Jail was renovated, so that inmates no longer enter and exit via the main door; a new radio system for the Toronto Jail, the Metropolitan Toronto East and West Detention Centres, and the Mimico Correctional Centre is in the planning stages; and a new perimeter security system for the Metropolitan Toronto West Detention Centre is being developed with the co-operation of the ministry of government services.

SELF-SUFFICIENCY

The Maplehurst Complex and Camp Hillsdale (affiliated with the Barrie Jail) are the two prime initiators of market garden projects. The total crop value for these two institutions was approximately \$25,000.

Camp Hillsdale's 120 hens produced 2,000 dozen eggs over the year which were distributed to several institutions.

The Hamilton-Wentworth Detention Centre operated a sewing centre for the repair of inmate clothing and bedding received from a number of institutions.

COMMUNITY WORK PROJECTS

Mimico Correctional Centre inmates provided clean-up in Mississauga parks; playground clean-up and garden maintenance at Credit Valley School for handicapped children; general assistance as required at Black Creek Pioneer Village (a pre-Confederation settlement); and assorted renovation work for several community buildings.

The City of Hamilton has benefited from inmate help with litter pick-up on secondary roads. An estimated cost avoidance of \$200,000 is attributed to this Hamilton-Wentworth Detention Centre project. Inmates from this centre have also contributed hundreds of man-hours to improvements at the Bronte Creek Provincial park.

Working in co-operation with the ministry of natural resources, the Maplehurst Correctional Centre continues to provide an inmate brush-clearing service in the Milton area.

Inmates from this institution contribute to a variety of projects for the town of Milton and for volunteer agencies.

WESTERN REGION - INSTITUTIONS

Regional Director - Thomas McCarron

Ministry of Correctional Services
1315 Bishop Street
Cambridge (Galt), Ontario
N1R 6Z2

	Superintendent's Name	Operating Capacity (March 31/81)	Average Daily Count 1980-81	Per Diem 1980-81 \$
<u>Institutions</u>				
Burtch Correctional Centre	J.C. Moclair	252	211	56.70
Guelph Correctional Centre	W.J. Taylor	500	545)	58.25
Camp Dufferin	George Malnachuk Manager	40	28)	
Ontario Correctional Institute	Lyndon Nemes	198	168	82.03
Vanier Centre	Miss Sylvia Nicholls	127	77	122.62
<u>Jails and Detention Centres</u>				
Brantford	I.H. Wright	41	40	61.69
Chatham	John Pinder	47	37	51.04
*Guelph	James Cassidy	28	37	66.30
Owen Sound	W.A. Hoey	46	29	66.17
Sarnia	J.F. Whiteley	59	40	62.74
Stratford	J.M. Sinclair	36	29	60.22
Walkerton	B.C. Parker	34	24	71.80
Windsor	M.V. Villeneuve	101	83	59.35
Elgin-Middlesex Detention Centre	J.T. O'Brien	172	183	64.48
Waterloo Detention Centre	R.H. Nash	60	67	58.06
**Wellington Detention Centre	James Cassidy	58	57	N/A

* Closed December, 1980

** Opened December, 1980

Three institutions in this region have been instrumental in providing leadership in the ministry's self-sufficiency and cottage industry programs.

The Burtch Correctional Centre has established a 1,000-bird flock of laying hens, enabling this centre to supply eggs for its own requirements as well as those of nearby institutions. A breeding herd of pigs is maintained which has met the institution's needs for pork products, and 20 heifer cattle were purchased to become the foundation of a beef herd.

The Elgin-Middlesex Detention Centre established a cottage industry program which includes the drilling of aluminum castings, the manufacture and packaging of sewing supplies, and metal salvage.

The program generated \$4,700 from its inception on January 1, 1981, to the fiscal year-end at March 31, 1981, and provided meaningful work in a frontline institution where, traditionally, inmate work programs have been marginal.

The Vanier Centre for Women, a pioneer in cottage industries, continued its program in conjunction with local industries.

While the self-sufficiency program reduces institutional costs through production and the cottage industry program generates revenue, both contribute to responsible administration by government and promote this ministry's beliefs in government spending constraints wherever feasible.

TREATMENT PROGRAMS

The ministry's two specialized treatment centres, both in the western region, provide specific treatment programs for inmates referred directly by the courts or transferred from any other ministry facility.

The Ontario Correctional Institute stresses cognitive psychotherapy and bio-feedback as two of its most noteworthy treatment programs. The cognitive psychotherapy seeks to incorporate into one program certain ideas about both moral development and criminalistic, self-defeating thought processes. The bio-feedback program is an innovative application of reinforcement principles to correct epileptic-like activity of the brain which might produce violent or otherwise dangerous behavior. Other treatments offered include anger/aggression control training, assertion training, family therapy, sex education, and stress management.

The Guelph Assessment and Treatment Unit (GATU), housed within the Guelph Correctional Centre, provides programs for male offenders exhibiting signs of mental disorders, personality problems, substance abuse disorders, mental retardation, and physical disabilities. In addition to assessment and classification and discharge planning services, GATU provides treatment methods including the use of an adult education centre and psychological treatment (which includes behavior modification, individual counseling, and group therapy). The adult education centre strives to promote a learning environment in which residents are exposed to living alternatives suitable for adjusting to society within the limitations of the individual.

These samples of treatment methods available are indicative of the responsibility which this ministry accepts towards assisting the offender in every possible manner.

CO-CORRECTIONAL PROGRAMS

The Ontario Correctional Institute (OCI) and the Vanier Centre for Women continued to expand coeducational programs for male and female offenders. These include barbering, dry cleaning, commercial studies, janitorial training, and graphic arts courses at the Vanier Centre, and metal work, woodwork, and remedial academic classes at OCI.

In addition to providing a more normal learning situation, coeducation has eliminated the need, at least in this location, for duplication of service.

The 98-bed Wellington Detention Centre was opened officially on November 18, 1980, to replace the Guelph Jail, which had been in use since 1853.

The detention centre building was formerly in use as a maximum security training school for juveniles. Structural modifications included the addition of a four-bed female unit, an intake and discharge area, central control for security, and a perimeter concrete block wall built by inmates from the Guelph Correctional Centre.

EASTERN REGION - INSTITUTIONS

Regional Director - Sydney Shoom

Ministry of Correctional Services
1055 Princess Street
Suite 106
Kingston, Ontario
K7L 1H3

<u>Institutions</u>	<u>Superintendent's Name</u>	<u>Operating Capacity (March 31/81)</u>	<u>Average Daily Count 1980-81</u>	<u>Per Diem 1980-81 \$</u>
Millbrook Correctional Centre	J.A. Rundle	234	209	63.28
Rideau Correctional Centre	G.R.D. Fisher	160	133	75.18

Jails and Detention Centres	Superintendent's Name	Operating Capacity (March 31/81)	Average Daily Count 1980-81	Per Diem 1980-81 \$
Brockville	L.R. Hudson	24	22	80.81
Cobourg	H.J. Yorke	39	26	79.33
Cornwall	Roger Dagenais	21	23	81.00
Lindsay	Peter Campbell	36	22	76.21
L'Orignal	Louis Migneault	20	11	146.34
Pembroke	T.R. Chambers	28	18	102.95
Perth	C.R. Stewart (Acting)	26	15	99.36
Peterborough	L.W. Wiles	25	27	79.87
Whitby	F.R. Gill	84	98	59.49
Ottawa-Carleton Detention Centre	J.J. Duncan	186	157	59.01
Quinte Detention Centre	E.W. Martin	114	95	64.24

The ministry's only long-term maximum security institution, Millbrook Correctional Centre, is located in the eastern region. This centre has experienced a considerable increase in the daily inmate population during the year; of note is the increase in the number of offenders classified as dangerous who are suffering from mental disorders.

Despite this situation, the centre maintains a successful minimum security camp program for carefully selected offenders who operate the institution's market garden program and contribute volunteer man-hours to such projects in the town of Millbrook as snow shoveling and grass cutting for senior citizens, painting and renovations for churches and service groups, and clean-up and maintenance at the local fairgrounds.

STAFF TRAINING HIGHLIGHTED

Extensive staff training programs included refresher courses, emergency procedures training, and security procedures for correctional officers. Food services staff attended kitchen security and safety training, and institutional managers received managerial training related to staff appraisals, management techniques, and public service operational procedures. All institution staff are now trained in the use of regulation MSA breathing apparatus.

First aid certificates are continually updated, and all shift managers are now trained in the use of tear gas and other emergency equipment including fire-fighting apparatus.

Institutional Crisis Intervention Teams (ICIT) are now operating at the Millbrook Correctional Centre and the Quinte and Ottawa-Carleton Detention Centres.

A section of the Rideau Correctional Centre is now equipped as a training centre for eastern region staff training.

INMATE/LAWYER TELEPHONE COMMUNICATION

Inmate complaints about inaccessibility to their lawyers at three of this region's institutions have decreased considerably since the introduction of an inmate/lawyer telephone project. The project permits lawyers to telephone inmates and vice versa in order to discuss matters of a legal nature on a confidential telephone line. Statistics indicate that both inmates and lawyers are using this program for consultation and discussion. Started at the Ottawa-Carleton Detention Centre, the program proved so successful that it was extended to the Whitby and Brockville Jails. Further extension of the project to other institutions in the eastern region is under consideration.

COMMUNITY VOLUNTEER PROJECTS

Inmates at the Ottawa-Carleton Detention Centre donated volunteer labor for the refurbishing of Bellevue House, a facility for chronic alcoholics and physically handicapped persons. Inmate volunteer labor was provided for landscaping of county senior citizens' homes on an as-required basis. Such programs provide work for inmate volunteers and benefit the public, while at the same time increasing liaison between institutions and the community.

The City of Ottawa arranged Project 4000 to allow 4,000 Vietnamese refugees to settle in Ottawa. Staff members and inmates of the Ottawa-Carleton Detention Centre participated in picking up donated furniture for the refugees and delivering it to furniture depots set up by the project co-ordinators.

The Rideau Correctional Centre volunteer inmates installed new aluminum soffit and fascia at the Merrickville Fire Hall, refinished the wooden doors of the Heritage House Museum in Smiths Falls, and both staff and inmates participated in the 'Pitch-in Day' sponsored by the ministry of the environment.

SELF-SUFFICIENCY

During the year, 85 per cent of the eastern region institutions conducted some form of self-sufficiency program, ranging in size from small garden plots to a 100-acre operation. The program was considered to be a success in that the region was totally self-sufficient in various crops for up to six months.

Because of a sometimes over-abundance of garden produce, the Quinte Detention Centre donated vegetables to various community facilities such as senior citizen homes and the local hospital. Whitby Jail harvested approximately 22,000 cobs of corn which were distributed to 12 institutions. In addition to farming about 100 acres, inmates at the Rideau Correctional Centre constructed a root house and combined piggery and chicken house.

The Pembroke, Brockville, Cobourg, Peterborough, Lindsay, and Perth Jails all took part in varying degrees in market garden projects.

In addition to the institution's 2-acre plot, Millbrook Correctional Centre inmates operated a 3-acre tract of land obtained from a local farmer in return for the equivalent dollar value of inmate labor.

The eastern region also carried out an exchange program for certain types of produce with the Correctional Service Canada (federal government). The arrangement was considered beneficial to both services.

CRIME PREVENTION CONTESTS

Two essay and poster contests on crime prevention were held by the Quinte Detention Centre for students in the community. Prizes were supplied through donations from various service clubs.

RENOVATION AND IMPROVEMENT PROJECTS

Reconstruction of the main entrance of the Ottawa-Carleton Detention Centre is under way and will permit more effective screening of visitors, and a security overhead canopy was installed over the female exercise yard.

Other security alterations include installation of hemisphere mirrors and a control module in two areas at the L'Orignal Jail, and installation of a rotating television scanner on the perimeter wall of the Peterborough Jail. At year's end, extensive renovation projects were under way at the Brockville and Cobourg Jails to provide control modules, new kitchens, and expanded admittance facilities.

A new administration complex and inmate visitors security screening areas at the Quinte Detention Centre became operational during the year, and among several improvements made at the Millbrook Correctional Centre were a closed circuit television system in two areas and a new emergency and fire alarm system.

INTEGRATION PROJECT

In keeping with the ministry's plan to integrate social and psychological services and volunteer programs in the institutional and community programs divisions, a number of meetings were held among senior eastern region personnel. This resulted in a division of the region into three catchment areas, grouping institutions and probation/parole offices

geographically for service delivery purposes. Each of the catchment areas submits regular reports to the eastern region's inter-divisional senior management committee, which consists of the regional director, eastern region, institutional programs division, and two regional administrators, probation/parole services, from the same geographic area.

NORTHERN REGION - INSTITUTIONS

Regional Director - G. F. Tegman

Ministry of Correctional Services
199 Larch Street
9th Floor
Sudbury, Ontario
P3E 5P9

<u>Institutions</u>	<u>Superintendent's Name</u>	<u>Operating Capacity (March 31/81)</u>	<u>Average Daily Count 1980-81</u>	<u>Per Diem 1980-81 \$</u>
*Monteith Correctional Centre	W.E. Peters	146	131	64.78
Thunder Bay Correctional Centre	J.R. Keddie	111	83	85.21
 <u>Jails and Detention Centres</u>				
Fort Frances	C.M. Gillespie	22	13	134.85
Haileybury	W. J. Martin	41	25	76.28
**Kenora	L.W. Goss	99	74	65.03
North Bay	R.S. Doan	73	44	65.64
Parry Sound	T.M. Wight	50	26	91.24
Sault Ste. Marie	E.D. Lock	61	53	69.29
Sudbury	A.G. Hooson	129	80	57.46
Thunder Bay	A.D. Abbott	97	58	79.30

*Includes Monteith Correctional Centre and Jail budgets

**Includes Red Lake Community Resource Centre

TELEX PILOT PROJECT

Eight Telex units were installed in institutions and probation offices in the northeast section of the northern region. The pilot project is being monitored for improved service to ministry clients, both individuals and related agencies, work performance efficiency, and cost benefits.

SELF-SUFFICIENCY

The Thunder Bay Correctional Centre expanded grain production and began egg and pork production with 300 hens and 50 hogs. Two garages were constructed, using institutional resources and inmate labor, to improve farm machinery storage.

The acquisition of a used threshing machine and bailer permitted the expansion of the active farm program at the Monteith Correctional Centre. The bush wood-cutting operation was upgraded with the purchase of a sawmill. The lumber is being used for on-site maintenance and the construction of shipping boxes for the distribution of root and other vegetable crops to institutions throughout the ministry. In co-operation with the New Liskeard Agricultural and Technology College, this centre produces eggs for its own and other institutions' use.

INMATE PROGRAMS

To keep pace with the energy industry, the former oil burner training program has been converted to a gas burner program. Inmates are trained in theory and burner maintenance.

The Sudbury Jail obtained the use of two beds in a 14-bed residence which offers an alcohol program for Native offenders. The residence, Magwa Gani Gamig, at Wikwemekong, provides community counseling and residential treatment.

COMMUNITY PROGRAMS

The northern region was awarded a citation from the Easter Seal Society for a continuing project in which inmates from the Monteith Correctional Centre work at Northwood Camp in a riding program designed for handicapped persons in junior, intermediate and senior categories.

TABLE 6

TRENDS IN TEMPORARY ABSENCES,¹ FISCAL YEARS ENDING MARCH 31, 1974-1981

Fiscal Year Ending March 31	Applications Received in Fiscal Year			Applications Activated During Fiscal Year			TAs Successfully Completed (but not necessarily activated in the same year)		
	Long Term ² (over 5 days)	Short Term (1-5 days)	Total	Long Term ² (over 5 days)	Short Term (1-5 days)	Total	Long Term ² (over 5 days)	Short Term (1-5 days)	Total
1974	1,716	11,253	12,969	784	6,064	6,848	690	5,903	6,593
1975	2,155	12,385	14,540	1,510	7,330	8,840	1,308	7,159	8,467
1976	2,217	17,267	19,484	1,554	11,788	13,342	1,364	11,650	13,014
1977	2,243	18,075	20,318	1,605	11,753	13,358	1,472	11,604	13,076
1978	2,213	18,234	20,447	1,568	12,539	14,107	1,342	12,397	13,739
1979	2,956	17,665	20,621	2,252	12,649	14,901	2,020	12,320	14,340
1980	6,000	17,248	23,338	4,913	12,518	17,431	4,586	12,244	16,830
1981	5,886	21,445	27,331	4,437	14,690	19,127	4,177	14,370	18,547

1. Figures exclude temporary absences associated with community resource centres, the House of Concord residential training program and industrial programs unless they were supplemental to participants' involvement in these programs.

2. Includes daily passes for academic, vocational and employment reasons.

Sources: a) annual reports, ministry of correctional services, 1976-1980.
b) annual statistics, ministry of correctional services, 1980-1981.

TABLE 7

COMPARATIVE TEMPORARY ABSENCE BRANCH STATEMENT

	<u>Apr. 1/79 to Mar. 31/80</u>		<u>Apr. 1/80 to Mar. 31/81</u>	
	Long Term Central & Local	Short Term Recurring & 1 to 5	Long Term Central & Local	Short Term Recurring & 1 to 5
No. of Applications Received				
Academic	130		164	
Vocational	272		283	
Employment	4,052		3,770	
6 to 15 days	<u>1,636</u>		<u>1,669</u>	
Subtotals Received	6,090	17,248	5,886	21,445
No. of Applications Activated				
Academic	102		118	
Vocational	244		215	
Employment	3,434		3,096	
6 to 15 days	<u>1,133</u>		<u>1,008</u>	
Subtotals Activated	4,913	12,518	4,437	14,690
No. of Applications Completed without revocation or withdrawal (but not necessarily activated in the same year)	4,586	12,244	4,177	14,370
% completed of totals activated	93.3%	97.8%	94.1%	98%
Grand Totals (long and short term) approved and activated TAPs	17,431	100.00%	19,127	100%
Revoked	316	1.8%	324	1.7%
Withdrawn	285	1.6%	256	1.3%
Grand Totals completed without revocation	17,115	98.2%	18,803	98.3%
Grand Totals completed without revocation or withdrawal (but not necessarily activated in the same year)	16,830	96.6%	18,547	97%

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Ministry of Correctional Services,
2001 Eglinton Avenue East,
Scarborough, Ontario.
M1L 4P1
Telephone: (416) 750-3421

* Primarily for high school students studying corrections

Leaflets describing some of the inmate-made articles which may be purchased by government and tax-supported non-profit agencies are available from:

Industrial Programs Branch,
Ministry of Correctional Services,
2001 Eglinton Avenue East,
Scarborough, Ontario.
M1L 4P1
Telephone: (416) 750-3366

Institution Statistics

DETENTION CENTRES AND JAILS

TABLE 2

TYPES OF CRIME

CRIMES:	MALE	FEMALE	TOTAL
Against the person	5,321	288	5,609
Against property	31,317	1,805	33,122
Against public order and peace	9,203	437	9,640
Against public morals and decency	805	86	891
Liquor offences	20,999	1,750	22,749
Drug offences	5,799	270	6,069
Traffic offences	30,165	762	30,927
Miscellaneous	7,954	232	8,186
TOTALS	111,563	5,630	117,193

Note: Table represents crimes for which persons have been sentenced and there may be more than one per admission.

TABLE 3

AGES OF PERSONS ADMITTED

	MALE	FEMALE	TOTAL
Under 16 years	37	4	41
16 years	2,477	238	2,715
17 years	4,194	348	4,542
18 years	4,749	362	5,111
19 years to 24 years inclusive	21,560	1,649	23,209
25 years to 35 years inclusive	15,683	1,365	17,048
36 years to 50 years inclusive	8,523	638	9,161
51 years to 70 years inclusive	3,612	200	3,812
71 years and over	134	3	137
TOTALS	60,969	4,897	65,776

Note: One person may appear in one or more admissions during the year.

TABLE 1

ADMITTED/SENTENCED

NUMBER OF ADMISSIONS TO DETENTION CENTRES AND JAILS:

For the year ending March 31, 1980	60,701
For the year ending March 31, 1981	65,776(1)

NUMBER OF ADMISSIONS RESULTING IN CONVICTIONS:

For the year ending March 31, 1980	52,077
For the year ending March 31, 1981	58,812(2)

NUMBER OF ADMISSIONS RESULTING IN SENTENCES TO TERMS OF IMPRISONMENT:

For the year ending March 31, 1980	38,364
For the year ending March 31, 1981	42,005(3)

Note: One person may appear in one or more admissions during the year.

(1) See Table 4

(2) See Table 6

(3) See Table 6

DETENTION CENTRES AND JAILS

TABLE 4

MOVEMENT OF POPULATION

IN:

	MALE	FEMALE	TOTAL
Remaining in custody on remand, April 1, 1980	1,644	83	1,727
Remaining in custody for other reasons, April 1, 1980	1,664	73	1,737
Readmitted from bail where released to bail previous year	57	9	66
Transferred from other institutions	6,051	530	6,581
(4) Admitted during year ending March 31, 1981..	60,969	4,807	65,776
TOTAL IN CUSTODY DURING YEAR	70,385	5,502	75,887

OUT:

	MALE	FEMALE	TOTAL
Number released on bail	11,475	912	12,387
Acquitted and released	614	31	645
Released by order of judge or court without trial	1,799	115	1,914
Paid fines and were released	15,031	1,488	16,519
(1) Placed on probation with supervision	228	9	237
Placed on probation without supervision	49	2	51
Released for any other reason	568	25	593
Released to immigration	781	336	1,117
Discharged on expiration of sentence	21,561	1,601	23,162
*Transferred to other institutions	15,180	828	16,008
(2) Died before trial	0	0	0
(2) Died while serving sentence	6	0	6
(3) Escaped and not recaptured during the year	0	0	0
Remaining in custody on remand, March 31, 1981	1,732	85	1,817
Remaining in custody serving unexpired sentences, awaiting trial, or for other reasons, March 31, 1981	1,361	70	1,431
TOTAL	70,385	5,502	75,887

* See Prisoners Transferred - Table 5

- (1) Item identified in reports previous to 1978 as "Mixed probation and suspended sentence" is now included in "Placed on probation with supervision".
- (2) Five deaths occurred in institutions and one occurred while person was on hospital/medical temporary absence.
- (3) Does not include non-reporting intermittent prisoners.
- (4) Refer to summary in Table 1.

DETENTION CENTRES AND JAILS

TABLE 6

DISPOSITION OF ADMISSIONS RESULTING IN CONVICTIONS

SENTENCES OF TERMS OF IMPRISONMENT

	MALE	FEMALE	TOTAL
Under 30 days	21,149	1,647	22,796
30 days and under 60 days	5,931	345	6,276
60 days and under 90	2,384	137	2,521
3 months and under 4	2,939	142	3,081
4 months and under 5	863	41	904
5 months and under 6	280	6	286
6 months and under 9	2,171	103	2,274
9 months and under 12	556	15	571
12 months and under 15	890	29	919
15 months and under 18	527	11	538
18 months and under 21	154	6	160
21 months and under 24	360	11	371
Penitentiary	1,285	23	1,308
TOTAL Number Sentenced to Terms of Imprisonment	39,489	2,516	42,005
<u>Other Sentences</u>			
Paid fine	15,031	1,488	16,519
Placed on probation with supervision	228	9	237
Placed on probation without supervision ...	49	2	51
TOTAL of all sentences	54,797	4,015	58,812

Refer to Table 1

TABLE 5

PRISONERS TRANSFERRED TO OTHER INSTITUTIONS

	MALE	FEMALE	TOTAL
to other correctional institutions	10,504	408	10,912
to serve sentence			
to other correctional institutions	635	1	636
for T.A.P.			
to penitentiary	1,285	23	1,308
to training school	7	0	7
to Ontario hospital	610	59	669
for other reasons	2,139	337	2,476
TOTAL	15,180	828	16,008

TABLE 7
USE OF ACCOMMODATION
Detention Centres & Jails

INSTITUTION	Year Opened	ACCOMMODATION		GREATEST NUMBER OF INMATES		LEAST NUMBER OF INMATES		AVERAGE DAILY POPULATION		NUMBER COMMITTED INDICTABLE OFFENCES	NUMBER COMMITTED NONINDICTABLE OFFENCES	TOTAL DAYS STAY OF INMATES
		M	F	M	F	M	F	M	F			
BARRIE	1843	75	8	89	9	42	-	65	2	893	1,421	24,722
BRANTFORD	1852	38	3	54	-	26	-	40	-	1,027	257	14,715
BROCKVILLE	1842	21	3	36	7	10	-	22	-	157	382	8,249
CHATHAM	1850	47	-	49	-	15	-	37	-	360	423	13,469
COBOURG	1906	36	3	43	2	10	-	26	-	166	246	9,603
CORNWALL	1833	20	1	37	1	12	-	23	-	382	172	8,738
FORT FRANCES	1907	19	3	22	3	5	-	12	-	115	239	4,684
GUELPH	1853	40	-	54	-	21	-	37	-	386	73	9,223
HAILEYBURY	1923	38	3	39	3	14	-	24	-	224	123	9,072
KENORA	1928	70	29	99	25	18	-	60	12	584	1,398	26,839
LINDSAY	1863	30	6	49	2	10	-	22	-	348	196	8,446
L'ORIGNAL	1828	20	-	23	-	5	-	11	-	116	88	4,220
MONTEITH	1965	26	-	31	-	6	-	17	-	332	309	6,529
NORTH BAY	1928	67	6	87	3	25	-	43	-	466	342	16,027
OWEN SOUND	1869	40	6	42	2	12	-	28	-	174	328	10,546
PARRY SOUND	1878	44	6	41	4	13	-	25	-	356	349	9,483
PEMBROKE	1866	24	4	35	2	9	-	18	-	167	281	6,791
PERTH	1864	24	2	28	2	-	-	15	-	119	234	5,794
PETERBOROUGH	1866	24	1	42	3	7	-	27	-	362	556	10,065
SARNIA	1961	58	1	65	2	18	-	40	-	341	515	14,790
SAULT STE. MARIE	1914	57	4	75	7	31	-	50	2	563	597	19,234
STRATFORD	1887	36	-	45	-	19	-	29	-	164	252	10,846
SUDBURY	1928	118	11	99	12	51	1	74	5	844	1,078	29,303
THUNDER BAY	1923	92	5	78	7	31	-	56	1	722	879	21,172
TORONTO JAIL (new section)	1958	319	-	486	-	313	-	385	-	7,509	2,397	140,868
WALKERTON	1866	32	2	41	2	13	-	24	-	223	183	8,829
WHITBY	1958	80	4	138	12	53	-	93	5	1,011	883	36,084
WINDSOR	1925	91	10	111	21	51	-	79	3	1,452	968	30,275
ELGIN-MIDDLESEX D.C.	1977	156	16	237	19	107	3	172	10	1,732	2,088	66,638
HAMILTON-WENTWORTH D.C.	1978	240	20	330	35	193	10	251	21	2,135	3,190	99,752
NIAGARA D.C.	1973	120	-	158	-	68	-	119	-	993	1,317	43,638
TORONTO EAST D.C.	1977	340	-	398	-	275	-	330	-	3,675	1,691	120,533
TORONTO WEST D.C.	1977	280	100	353	93	224	38	282	61	4,825	2,755	125,052
OTTAWA-CARLETON D.C.	1972	176	10	189	23	43	4	147	10	1,777	1,039	57,750
QUINTE D.C.	1971	108	6	126	9	57	-	92	3	707	1,171	35,047
WATERLOO D.C.	1978	60	-	94	-	43	-	66	-	826	902	24,486
WELLINGTON	1980	58	-	88	-	38	-	57	-	161	60	6,220
TOTALS										36,394	29,382	1,097,732

CORRECTIONAL CENTRES

TABLE 8

MALE & FEMALE

NUMBERS IN CUSTODY

Remaining in Custody, April 1, 1980	2,480
Committed during the year	9,442
* Transferred from other institutions	2,106

TOTAL NUMBER IN CUSTODY DURING THE YEAR

14,028

Discharged on expiration of sentence	4,417
Discharged on payment of fines	86
Released by Ontario Parole Board	1,189
Released on bail	119
Released to Immigration Authorities	5
Released for any other reason	2,888
Transferred	2,895
(1) Died while serving sentence	1
(2) Escaped and still at large up to March 31, 1981	12

TOTAL NUMBER RELEASED ETC.

11,612

Number Remaining in Custody, March 31, 1981 2,416

* Transferred from institutions where previously committed to serve sentence.

(1) Died while out on Temporary Absence leave.

(2) Does not include non-reporting intermittent prisoners.

Note: For details by institution see Table 12.

TABLE 9

AGES OF INMATES

	MALE	FEMALE	TOTAL
16 years	245	11	256
17 years	751	25	776
18 years	906	35	941
19-24 years inclusive	3,704	148	3,852
25-35 years inclusive	2,162	116	2,278
36-50 years inclusive	999	40	1,039
51-70 years inclusive	289	7	296
71 years and over	4	0	4
TOTALS	9,060	382	9,442

CORRECTIONAL CENTRES

TABLE 10
ESCAPES

	Escaped during the year & Still at Large
Burtch (CC)	2
Maplehurst (CC & ATC)	-
House of Concord	8
Guelph (CC)	1
Millbrook (CC)	-
Mimico (CC)	-
Monteith (CC & ATC)	-
Ontario Correctional Institute	-
Rideau (CC & ATC)	-
Thunder Bay (CC & ATC)	1
Vanier Centre	-
TOTAL	12

TABLE 11
LENGTH OF SENTENCE

	MALE	FEMALE	TOTAL
Under 30 days	975	35	1,010
30 days and under 60	872	24	896
2 months and under 3	600	20	620
3 months and under 6	2,332	122	2,454
6 months and under 12	2,247	111	2,358
12 months and under 18	1,366	48	1,414
18 months and under 24	542	20	562
Other definite terms	126	2	128
TOTAL	9,060	382	9,442

CORRECTIONAL CENTRES

TABLE 12
MOVEMENT OF POPULATION

	Burich CC	Maplehurst CC & ATC	House of Concord	Guelph CC & GATU	Millbrook CC	Mimico CC	Monteith CC & ATC	Ontario Correctional Institute	Rideau CC & ATC	Thunder Bay CC & ATC	TOTALS - MALE	FEMALE VANIER CENTRE	TOTAL
<u>IN</u>													
Remaining in Custody, April 1, 1980	269	388	64	564	189	377	119	168	155	92	2,385	95	2,480
Committed during year	1,332	1,097	144	1,291	302	2,862	561	406	636	429	9,060	382	9,442
Transferred from other institutions for T.A.P.	18	5	46	11	1	542	2	--	7	3	635	1	636
Transferred from other institutions for other reasons .	94	239	153	381	218	114	29	132	54	30	1,444	26	1,470
Readmitted from other institutions	--	--	--	--	--	--	--	--	--	--	--	--	--
<u>OUT</u>													
Discharged on expiration of sentence	757	322	128	485	152	1,503	208	156	266	235	4,212	205	4,417
Discharged on payment of fine	38	--	1	2	--	33	3	--	2	4	83	3	86
Discharged on terminal release on T.A.P.	157	35	38	135	120	664	116	2	99	43	1,409	1	1,410
Released by Ontario Board of Parole	167	231	30	264	61	134	99	28	96	34	1,144	45	1,189
Released on Bail	14	12	1	12	2	45	19	1	2	3	111	8	119
Released to immigration authorities	--	1	--	1	1	1	--	--	--	--	4	1	5
Released for other reasons	154	202	29	260	56	513	42	40	91	42	1,429	49	1,478
Transferred to a psychiatric facility	1	2	--	16	2	1	1	--	--	18	41	2	43
Transferred for other reasons	187	533	107	487	105	689	130	306	153	63	2,760	92	2,852
(1) Died while serving sentence	--	--	--	1	--	--	--	--	--	--	1	--	1
(2) Escaped and not recaptured up to March 31, 1981	2	--	8	1	--	--	--	--	--	1	12	--	12
Remaining in Custody March 31, 1981	236	391	65	583	211	312	93	173	143	111	2,318	98	2,416

- (1) Died while out on Temporary Absence leave.
(2) Does not include non-reporting intermittent prisoners.
(3) Includes 745 Intermittent prisoners.

TABLE 13

USE OF ACCOMMODATION - CORRECTIONAL CENTRES

<u>INSTITUTION</u>	<u>ACCOMMODATION</u>	<u>AVERAGE</u>	<u>MAXIMUM</u>	<u>MINIMUM</u>	<u>TOTAL DAYS STAY</u>
Burtch CC	252	213	268	164	77,825
Guelph CC	510	498	547	406	181,873
GATU	50	48	55	40	17,514
House of Concord	82	55	73	0	19,958
Maplehurst CC & ATC	400	388	414	316	141,536
Millbrook CC ¹	224	198	228	157	72,243
Mimico CC ²	270	236	385	149	86,256
Monteith CC	180	113	129	94	41,154
Ontario Correctional Institute	198	169	211	146	61,590
Rideau CC	160	134	165	106	48,895
Thunder Bay CC	94	83	112	63	30,236
PROVINCIAL TOTAL (MALE)	2,420	2,152	2,459 ⁴	1,943 ⁵	785,464
VANIER CENTRE FOR WOMEN ³	120	76	105	52	27,691

1. Millbrook figures do not include the 10-bed annex.
2. Mimico figures do not include the program buildings.
3. Vanier figures do not include the remand centre.
4. February 13, 1981.
5. September 10, 1980.

